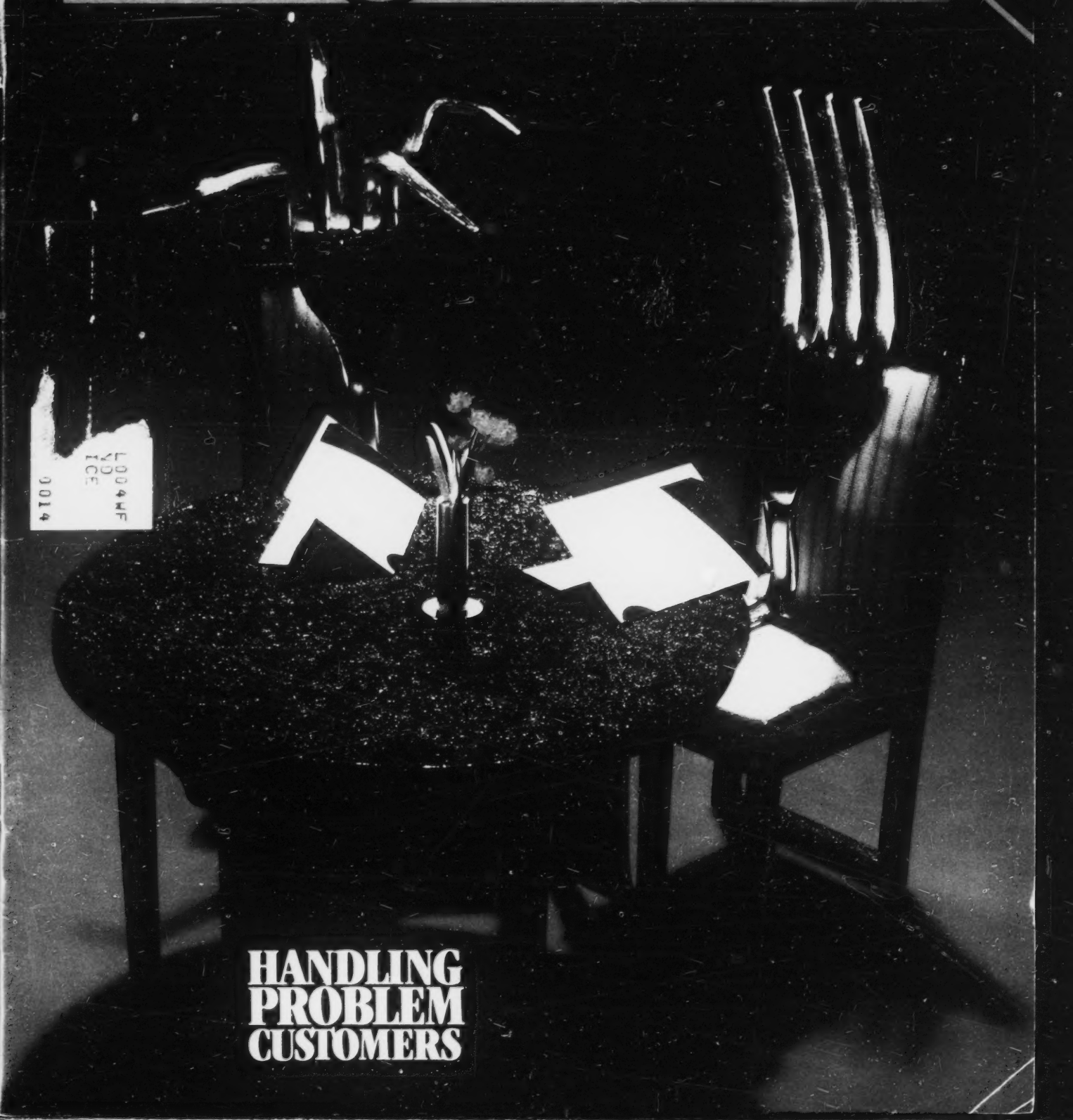
National Restaurant Association Vol. 5 No. 10 November 1985

NRA NEWS

SPECIAL PULL-OUT SEMINAR SCHEDULE



HANDLING PROBLEM CUSTOMERS

NRA MEETINGS

NRA NEWS

Vol. 5 No. 10 November 1985

Seminars

Basic Foodservice Courses

Basic Supervision in Foodservice
11/12 Savannah, GA
12/3 San Jose, CA

Dining Room Management
11/13 Portland, ME
11/18 Billings, MT
11/20 Seattle, WA
12/3 Tampa, FL
12/5 Philadelphia, PA
12/10 Albuquerque, NM
1/21/86 Springfield, VA
1/27/86 Orlando, FL

Kitchen Management
12/10 Davenport, IA
12/12 Cheyenne, WY
1/21/86 Ft. Worth, TX
1/28/86 Cincinnati, OH

People-Power and Profits
11/21 Knoxville, TN

Tools for Training
11/19 Honolulu, HI*
12/9 Columbus, OH

Food Production Courses

The Pantry: Prep for Profit
12/3 Atlanta, GA

Perfecting Your Culinary Skills
1/28/86 Kansas City, MO

Simplified Baking Workshop
11/12 Boston, MA
11/14 Philadelphia, PA

Soups and Sauces
11/14 Portland, OR
1/20/86 Van Nuys, CA

Foodservice Management Courses

Banquet Management
11/12 Raleigh, NC

Computers in Foodservice: A Primer
12/2 Rochester, NY

Employee Motivation
11/13 Grand Rapids, MI
12/4 Rutland, VT

Food Cost Management
12/2 Dallas, TX
12/9 Las Vegas, NV
1/20/86 Jacksonville, FL
1/22/86 Atlanta, GA

Menu Development
11/19 Concord, NH

Off-Premise Catering
11/20–21 Richmond, VA
12/2–3 Lexington, KY

Planning and Implementing Restaurant Marketing Strategy
11/20–21 Los Angeles, CA
12/4–5 Salt Lake City, UT
1/22–23/86 Houston, TX

Real Estate & Restaurant Site Selection
1/21–22/86 Monterey, CA

Restaurant Design and Facilities Planning
12/11–12 Seattle, WA

National Conferences

INFO 86: Independent Operators National Conference
2/16–19/86 Orlando, FL

National Conference on Computers
3/16–19/86 Washington, DC

For more information, contact:
NRA Education Programs
311 First Street, N.W.
Washington, DC 20001
(800) 424-5156 or (202) 638-6100

**This is a special, shorter session of Tools for Training, offered at a reduced price in conjunction with the Pacific Area Food and Beverage Exposition.*

Study Group Meetings

1986 Schedule

Foodservice Security Council
1/1986 Chicago, IL
Safety Officers
1/1986 Chicago, IL
Large Independent Operators
2/13-15 Orlando, FL
Labor Relations
2/25-26 Memphis, TN
Financial Officers
4/2-5 Lake Tahoe, NV
Tax Executives
4/2-5 Lake Tahoe, NV
Market Research
4/9-11 Atlanta, GA
Management Information Systems (MIS)
4/13-16 Lake of the Ozarks, MO
Internal Audit
4/29-5/2 Hilton Head, SC
Quality Assurance
May (date and location to be determined)
Foodservice Purchasing Managers
5/14-16 Chicago, IL
Marketing Executives
5/14-16 Chicago, IL
MAECO
5/14-16 Chicago, IL
For more information on specific study groups, contact Philip Kralovec (312) 853-2525.

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PRESIDENT'S REPORT

Ted Balestreri
Co-Owner
The Sardine Factory, Inc.
Monterey, California

Plan to attend INFO 86

Delphi research looks at the industry to 1990

NRA presents annual economic forecast

Legislative activities continue in Washington

NRA education programs expand

During the past few months, I have often focused your attention on the political arena. But just as important to the health of each of your establishments is the contact you make with other foodservice operators—exchanging ideas and sharing innovations as well as tackling problems and preparing for the future.

To promote this activity, NRA has established the Independent Foodservice Operator's National Conference (INFO). This coming February, hundreds of independent foodservice operators will attend INFO 86 to focus on the unique demands of their business. Plan to attend; it could be your best business decision of 1986. For more information, see the back cover of this issue of ***NRA NEWS.***

NRA also helps you plan for the future. During the next few weeks, you will receive the latest of NRA's *Current Issues Reports: The Restaurant Industry in 1990.* Based on results from Delphi research, *The Restaurant Industry in 1990* takes a look at key factors affecting the industry during the next five years. Members of the NRA Board comprised the highly qualified panel of experts required for a Delphi study. With operations in every corner of the country and many years of personal experience in the foodservice industry, our board members are well-equipped to give an astute forecast of conditions in our industry.

The short-term forecast for the foodservice industry is just as strong as the five-year forecast. The December issue of the ***NRA NEWS*** will feature the 1986 NRA annual forecast. Sales predictions are good, and the consumer climate is positive. See next month's ***NRA NEWS*** for the full report.

Although the economic forecast for the industry is good, the legislative forecast is still uncertain. NRA continues to monitor attempts to reform the U.S. tax structure. We are currently preparing testimony for the U.S. Department of Agriculture (USDA) on the central kitchen rules. The Food and Drug Administration (FDA) has closed the comment period on sulfites as they review all positions in preparation for making their final ruling.

A special pull-out insert of the January to June 1986 six-month seminar schedule is included in this issue of the ***NRA NEWS***. Take a moment to look through the schedule and plan your 1986 education program. New seminars have been added to the schedule.

I am also pleased to announce that the first series in the NRA Video Training Library is being taped this month and will be edited for distribution in December. The first set of four tapes focuses on waitstaff training.

Call NRA's education programs department for more information.

NRA meets with health officials

Last month NRA representatives attended a meeting called by the Centers for Disease Control (CDC) to discuss the transmission of acquired immune deficiency syndrome (AIDS). CDC officials made two important points:

1. All evidence indicates that AIDS is not transmitted by foodhandlers and can only be transmitted through sexual contact, through blood transfusion or by sharing contaminated needles.

2. Foodservice employers should continue to have employees maintain normal health and hygiene precautions.

CDC plans to make its position public shortly. We believe that CDC also will recommend against routine screening of foodhandlers for the antibody to the AIDS virus since such screening is unnecessary.

NRA is in regular contact with CDC and will convey any additional guidelines to you as soon as they are finalized. Since portions of the public may be confused or uninformed about this highly publicized disease, we recommend that you respond to any inquiries by quoting these CDC statements.

During October, 152 foodservice operators and allied suppliers joined us as members of NRA. Your participation in NRA will make your business grow and make your association more effective in its endeavors on your behalf. Welcome.

Sincerely,

Ted Balestreri
President and Chairman of the Board

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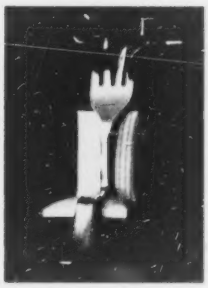

No matter how hard they try, restaurateurs cannot please all their customers all the time. Occasionally they are faced with an unhappy patron. How to make the best of this situation is the focus of this issue.

14 Handling the problem customer.

18 How to protect your employees from sexual harassment, with a sidebar on some snappy comebacks.

20 A look at customers' rights and restaurants' legal obligations. Don't miss the sidebar on using time elements to personalize service.

Related department: How's Business?

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Cover photograph by Gary D. Landsman

SHORT ORDERS

Free merchandising aids for fish

Fishery Products, Inc., has developed helpful merchandising tools for foodservice operators.

First, there's the handy "How to Fish for Profits" merchandising sheet, complete with full-color plate presentation and recipe ideas. This sheet lists all the various merchandising aids available to help stimulate seafood sales.

Also available is a 2½" by 3" menu clip-on which announces "our seafood specialty" and provides a large white area for writing in daily seafood favorites. A small border, punctuated by stylized fish, lists nutritional benefits of seafood.

For further information about these free products contact: Foodservice Marketing Manager, Fishery Products, Inc., 18 Electronics Avenue, Danvers, MA 01923. Or call (617) 777-2660.

Safety Council develops designated driver program

The National Safety Council has created a program to reduce alcohol-related car deaths. Called "Designated Driver: Being a Friend," the program encourages one person from each partying group to refrain from drinking alcoholic beverages and be the "designated driver" to ensure other party guests arrive home safely. The council believes the number of fatalities and disabling injuries resulting from motor vehicle accidents involving alcohol can be significantly reduced through this program.

The brochure covers four topics:

1) What is a designated driver?

2) How does alcohol impair?

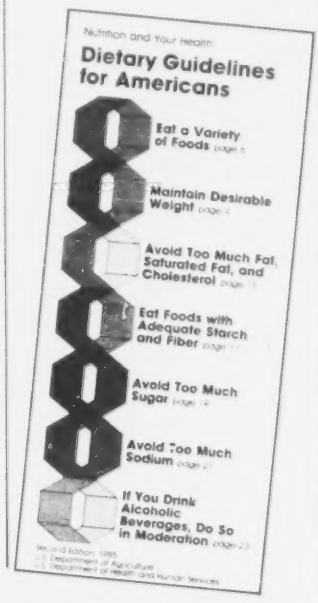
3) How can you identify a drunken driver?

4) What should you do if you see a drunken driver?

A free, single copy of the brochure is available by sending a stamped, self-addressed, business-sized (#10) envelope, along with your request to Dept. PR, National Safety Council, 444 North Michigan Avenue, Chicago, IL 60611.

New edition of dietary guidelines

U.S. Departments of Agriculture (USDA) and Health and Human Services (DHHS) have released the second edition of *Nutrition and Your Health: Dietary Guidelines for Americans*. Although the revised version of the guidelines varies little from the original released in 1980, the new edition does emphasize more emphatically the need to consume a variety of foods, it also focuses on exercise's role in the maintenance of desirable weight. The guidelines are general and directional rather than rigid and quantitative. Therefore, they are inappropriate for people on a special diet for treatment of a disease. Rather, they underscore the importance of variety, balance and moderation of food intake and recommend altering eating habits to reduce the risk of developing major "killer" diseases, such as heart disease, cancer and stroke.


Nutrition and Your Health:
Dietary Guidelines for Americans
Eat a Variety of Foods
Maintain Desirable Weight
Avoid Too Much Fat, Saturated Fat, and Cholesterol
Eat Foods with Adequate Starch and Fiber
Avoid Too Much Sugar
Avoid Too Much Sodium
If You Drink Alcoholic Beverages, Do So in Moderation

While supplies last, you can get free copies of *Nutrition and Your Health: Dietary Guidelines for Americans* by writing to: Dietary Guidelines, Consumer Information Center, Pueblo, CO 81009. A limited supply also is available to members through NRA. Contact the Information Service Department for a copy.

Professional waiters school

For the growing number of people who regard waiting tables as a career—not just a job—the Professional Waiters School is a welcome operation. Based in Los Angeles, CA, the school's curriculum is designed to teach students how to become first-class servers. The intensive two-week course is led by five foodservice professionals: chef, sommelier, maitre'd, waiter and bar manager. Basics covered in the course are food knowledge, wine knowledge and standard tableservice techniques.

The course is currently available as an in-house seminar to restaurants across the country. According to president/director Gary Penn, almost 2,000 people have graduated from the Professional Waiters School, and most of them have been extremely successful in landing jobs in some of the country's finest restaurants.

For more information, contact The Professional Waiters School, 7501 Sunset Blvd., Los Angeles, CA 90046, (213) 876-0284.

NRA member wins award

NRA member Wes Peterson, Ringside Restaurant, Portland, OR, recently won the very prestigious Good Scout Award for his efforts to assist young people interested in foodservice and for his contributions to the handicapped.

WASHINGTON REPORT

An update on business meal deductions

Congress moved forward last month on tax reform, wrestling once again with the question of whether business meals should be fully tax deductible.

The Senate Finance Committee heard testimony from NRA and other hospitality groups on the business expense issue on October 4. NRA reiterated testimony given earlier this year before the House Ways and Means Committee when the association outlined the effect of a $25 cap on the foodservice industry.

Studies by Chase Econometrics show that the President's plan to limit the meal deduction to $25, while allowing a 50 percent deduction for amounts above the cap, would result in the loss of $3.5 billion in sales and 144,000 jobs in the first year of its enactment.

A much more severe proposal offered by the Ways and Means Committee staff would limit the deduction to 75 percent, meaning 25 percent of all meal amounts would be disallowed. That proposal would cause a loss of $9.35 billion in sales and 360,000 jobs in the first year, according to Chase Econometrics.

As NRA noted in its Senate testimony, the Ways and Means Committee plan would affect a much broader spectrum of the industry, since every business meal would be only partially deductible.

Ways and means markup . . .

The Ways and Means Committee took up the question of business meal deductibility in early October as it began marking up its tax reform bill.

When the committee met on October 7, Rep. Bill Frenzel (R-MN) moved to strike the staff's proposal concerning business expense deductions. Frenzel's motion failed by a close voice vote, indicating the committee was still divided on whether or how business meals should be addressed.

The committee's decision, which is tentative, means that the staff option for disallowing 25 percent of the business meal deduction stands for the time being. Also left standing is a proposal to halve other business entertainment expense deductions, which could include restaurant-catered receptions, banquets and hospitality suites.

The committee is expected to revisit this issue before completing work on its tax reform package. When it does, Rep. Wyche Fowler (D-GA) is expected to offer a compromise amendment which would tighten IRS compliance rules while maintaining 100 percent deductibility of food-related business expenses. This amendment is supported by NRA.

The future of tax reform . . .

Despite the President's persistent campaigning for tax reform, most in Washington say it will be next to impossible for the Senate to complete action on a bill by the end of this year. That would push reform into the spring of 1986—an election year, when politicians traditionally are reluctant to pass controversial legislation.

Any bill that emerges from the House will likely be quite different from what the President proposed in May. Ways and Means

Labor issues update

The Department of Labor (DOL) will soon be calling for comments on its controversial "exempt manager" rules. The rules determine whether a managerial or executive employee is exempt from the Fair Labor Standards Act's minimum wage and overtime requirements.

DOL seeks comment on "exempt manager" . . .

In remarks to NRA's Public Affairs Conference last month, Susan Meisinger, deputy undersecretary of labor, said the department would publish a notice in the *Federal Register* before Thanksgiving. The announcement is especially welcomed by NRA, which has been working since the 1970s for the rules' revision.

Meisinger said rather than propose specific changes in the rules, DOL would seek general comments from interested parties by asking them to respond to a series of questions regarding the characteristics of management employees in their industry.

Current rules have not been updated in many years and are particularly narrow in their application to foodservice workers. "Working" supervisors or those with many hands-on duties, such as executive chefs, are often difficult to qualify as executives under the existing regulations.

Meal credits . . .

On a separate issue, Meisinger said the government is working on an NRA request that DOL put in writing a recent change to its policy concerning the meal credit.

In the face of recent court decisions, the department has dropped its requirement that employees must voluntarily participate in a meal plan before an employer can take the credit.

The voluntary participation requirement has been rejected by several U.S. appeals courts, which have ruled that an employer may take a meal credit against an employee's wages as long as the employer makes these meals available to employees.

Child labor rules . . .

Questioned about DOL's child labor rules, Meisinger said that the department has not abandoned a proposal floated during President Reagan's first term that would expand the number of hours teens can work after school and in the summers. The proposal was not well received by organized labor and educators and was put aside after it came under fire by Democrats on the House Education and Labor Committees.

Committee Chairman Dan Rostenkowski (D-IL) is following the President's general outline for tax overhaul, but he and his Democratic colleagues are certain to leave their own mark on tax reform. The question is how much they can tinker with the President's plan without having their handiwork rejected by the Republican-controlled Senate.

Many Senate members have not warmed up to tax reform, preferring instead to concentrate on deficit reduction measures. However, Senate Majority Leader Bob Dole (R-KS) has promised the President that he will keep the Senate in session beyond its Thanksgiving adjournment target if the House has made sufficient progress on tax reform.

Farm Bill passes House

The 1985 Farm Bill was approved by the U.S. House of Representatives in a 282-141 vote on Oct. 8. As passed, H.R. 2100 revises and extends farm and nutrition programs for five years without making significant changes to existing programs.

Unlike the President's proposed farm policy, the House farm bill does not go very far toward a market-oriented policy. White House-supported amendments that would make the bill more market-oriented were voted down during floor consideration of the bill.

A cost-saving amendment, supported by NRA, that would have replaced the complicated dairy diversion program with a reduction in price support levels was rejected by a vote of 244-166 on the House floor.

As passed, H.R. 2100 would allow a slight increase in the federal milk support price next year and then allow it to increase almost two dollars over the five-year life of the bill if farmers bring surplus production under control. Another provision allows farmers to sell their herds to the government if they want to leave the dairy business.

A White House-backed sugar amendment was also voted down by the House. The amendment would have scaled down the current sugar price support program.

The Senate was scheduled to take up its version of the farm bill on October 15. S. 1714 was reported from committee at $19 billion to $11 billion over budget, depending upon whose estimates are used. Sen. Jesse Helms (R-NC) was the first Agriculture Committee chairman to vote against his own committee's bill because it was over budget.

Congress must pass a farm bill before the 45-day extension of the current farm policy expires on Nov. 15. Both the House and Senate measures will require substantial revisions to satisfy the White House. According to Agriculture Secretary John Block, President Reagan will veto a farm bill that fails to make the necessary revisions leading to a more market-oriented policy.

Immigration bill passes Senate

The Senate has approved a bill to reform the nation's immigration laws. The bill, S. 1200, would impose sanctions against employers who knowingly hire illegal aliens. S. 1200 was sponsored by Sen. Alan Simpson (R-WY), who was the primary force behind immigration reform in the last Congress.

Employers would face both civil and criminal penalties if convicted of hiring illegal aliens. Civil sanctions range from fines of $100 to $2,000 per illegal alien for a first offense to $3,000 to $10,000 for a third offense. Employers who establish a "pattern or practice" of hiring illegals could be fined up to $3,000 and face up to six months in prison.

The sanctions would be phased in over the first year of enactment, with the first six months used as an "education" period. The bill would also require Congress to vote on termination of sanctions if the new penalty system is found to be discriminatory.

Mandatory employer recordkeeping is not included in this bill. The employer is given the option of keeping records which show that he verified his employees' legal status, but he is not required to do so. However, these records could be used as an "affirmative defense" by an employer if he were accused of hiring illegal aliens.

The House has been holding hearings on its version of immigration reform, H.R. 3080, which was introduced by House Judiciary Chairman Peter Rodino (D-NJ). The House plan would make employer recordkeeping mandatory. It also differs from the Senate version on creation of a guest-worker program and legalization of illegal aliens already in the country.

Congress is destined to have a tough time passing immigration reform this year. Even if the House gets a bill to the floor sometime this month, the bill promises to get stalled in conference as the Senate and House try to reconcile the differences between the two plans.

—Jay Morris
—Michelle Rabayda

Domenici speaks to NRA Government Relations Committee

Senate Budget Committee Chairman Pete Domenici (R-NM) proclaimed that the U.S. is in a "state of fiscal emergency." He said the national debt has risen to such staggering proportions that half of the average taxpayer's check to the IRS this year will go toward paying interest on the debt. Only 48 percent would be left for government operations, he said.

Recipe for action

NRA hosts first Public Affairs Conference

Congress felt the foodservice industry flex its muscles last month when NRA held its first-ever Washington Public Affairs Conference. More than 200 restaurateurs converged on Capitol Hill to lobby for the industry.

The two-day conference (October 1, 2) combined sessions with influential national leaders, such as Senate Majority Leader Bob Dole (R-KS), with personal visits with members of the House and Senate to discuss foodservice issues.

Agriculture Secretary John Block, House Republican Whip Trent Lott (R-MS), Senate Majority Leader Bob Dole (R-KS) and House Budget Committee Chairman Bill Gray (D-PA) were just a few of the speakers NRA lined up for the first conference of this kind.

Senate Majority Leader Bob Dole (R-KS) outlined the major issues affecting the Senate this fall, placing particular emphasis on deficit reduction, farm legislation and tax reform. Dole said that in his eyes reducing the deficit is much more important than reforming the tax code. He said that more cuts can be made in federal spending and that he agreed with the President that raising taxes should be a last resort.

Sen. David Durenberger (R-MN), left, with one of his constituents, NRA Director Jack Kozlak, right. Durenberger spoke to the conference about tax reform, emphasizing that Congress must consider reform's impact on investment, personal savings and consumption.

Conference goers also attended NRA's third annual fall congressional reception, where they had a chance to meet and talk to more than 150 representatives and senators and sample some of the Washington restaurant community's finest fare.

The theme for the conference was "Recipe for Action," which stressed involvement in the political process as the key to wielding influence in Washington. As NRA President Ted Balestreri told the group, "Restaurateurs can no longer ignore the impact federal laws have on their bottom line. We must become involved in the political process and work for a pro-

House Budget Committee Bill Gray (D-PA) covered the events leading up to this year's bipartisan budget resolution, which calls for cutting the deficit by $276 billion over a three-year period. Gray said the deficit is a growing crisis that "will have a catastrophic effect on economic growth and productivity" if it is not resolved.

Susan Meisinger, Deputy Under Secretary of Labor, left

Dr. Sanford A. Miller, Director, Center for Food Safety and Applied Nutrition

Face-to-face meetings with members of Congress were one of the highlights of the conference. Here, NRA Associate Director Doug Fontaine, right, and restaurateur Bill Latham, left, meet with House Minority Whip Trent Lott (R-MS), center.

The business meal deduction and the Targeted Jobs Tax Credit (TJTC) were among the issues raised by conference attendees in their meetings with members of Congress.

Sen. Pete Wilson (R-CA), left, listens to a group of restaurateurs led by NRA President Ted Balestreri, far right.

Agriculture Secretary John Block discussed the plight of the American farmer and the pending 1985 Farm Bill, which will affect the price of commodities for years to come. Block said agriculture remains America's single largest industry and that the Reagan administration will continue to work to cut costly government support programs and seek more foreign markets for American commodities.

Rep. Trent Lott (R-MS)

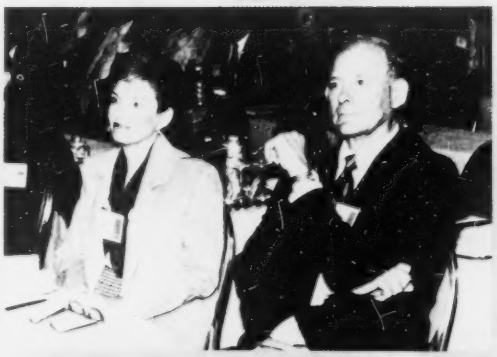
Sam Donaldson, ABC News

business climate in Washington."

NRA staff briefed conference participants on the latest legislative and regulatory issues affecting foodservice, particularly President Reagan's proposal to limit the business meal deduction and to eliminate the Targeted Jobs Tax Credit (TJTC). A panel of regulatory experts in labor, health and food safety was also on hand to answer questions from restaurateurs.

ABC News White House Correspondent Sam Donaldson closed the conference with an insider's view of the Reagan administration.

Audience participation was encouraged during the general sessions, with each speaker allowing time at the end of his presentation for questions and answers.



Chef d'Oeuvre reception report

NRA's reception for members of Congress was a resounding success. It attracted 163 senators and representatives from more than 40 states. In a letter of thanks to NRA, Rep. Hal Daub (R-NE) wrote, "I enjoyed having the opportunity of meeting your representatives and seeing old friends."

Held in conjunction with the NRA Washington Public Affairs Conference, the reception offered conference attendees the opportunity to meet with their congressional delegations in a relaxed atmosphere.

"NRA must maintain high visibility on Capitol Hill," said NRA Government Relations Chairman John Farquharson. "This kind of event provides a forum for foodservice representatives to talk with their members of Congress about issues of importance to the industry."

The reception featured 13 of the Washington area's premier restaurants (see box), which donated their time and specialties to make the reception a culinary success. Some of the outstanding dishes included Tiberio's agnolotti and fried mozzarella, Morton's filet mignon and Dominique's traditional U.S. Senate Bean Soup (recipe below).

U.S. Senate Bean Soup

Serves 6

2 lbs. No. 1 white Michigan Beans
2 cups finely sliced onions
1 cup finely diced celery
½ cup grated carrots
1 ham hock, small
3 T. olive oil (optional)
chicken stock (optional)

Cover beans with cold water and soak overnight. Place drained beans in a large pot, and cover entirely with chicken stock or water. Bring to a quick boil. Add a small ham hock, onions, celery and carrots. Simmer slowly for about four hours until beans are tender but firm. Add salt and pepper to suit taste. Add olive oil and more chicken stock if necessary.

Just before serving, bruise beans with a large spoon or ladle, enough to cloud. If you wish, sprinkle each bowl with about 1 T. crisp, lean bacon. The bean soup should not be too thick.

Rep. Sander Levin (D-MI), left, is greeted by NRA Vice President Jim Hasslocher and NRA Treasurer Michael Grisanti.

Participating Restaurants

Celadon
Clyde's Old Ebbitt Grill
Dominique's
Four Ways
Hugo's at
The Hyatt Regency Hotel
Jean-Louis at
The Watergate Hotel
La Maree
Lion d'Or
Morton's
Sakura Restaurant
Taverna Cretekou
The Prime Rib
Tiberio Ristorante

NRA Director Robert Wood, left, with U.S. Reps. Bob McEwen (R-OH), center, and John Kasich (R-OH).

The Third Annual Chef d'Oeuvre Reception on Capitol Hill—featuring the best in Washington cuisine—brought together NRA members and their representatives in the House and Senate.

THE BOARD ROOM

The fall Board meeting in review

NRA's Board of Directors held one of three annual meetings at the J. W. Marriott Hotel in Washington, DC, September 28–30, 1985. Over the course of the three-day meeting, 15 committees and two task forces met to address NRA's activities over the coming months and to map out strategy to combat some of the pressing issues confronting the foodservice industry. Not surprisingly, regulatory and legislative measures loomed large in these discussions, and topics, such as the cap on business meal deductions and the elimination of the targeted jobs tax credit (TJTC), were foremost in the minds of the board.

The following are some items of interest covered in committee meetings:

The **State Relations Committee** reported that 36 state associations have adopted a "Resolution of Cooperation" with NRA, augmenting NRA's voice on national issues by 80,000 establishments. As a result of a committee motion, board members will present reports on NRA activities to designated state associations as frequently as possible and at least once a year.

The **Energy and Technical Services Committee** reported that a memorial scholarship fund has been established at Purdue University in the name of the late Andrew Poledor, NRA's director of technical services.

The **Membership Committee** reported that new NRA memberships for fiscal year 1984–85 approximated $450,000, up from $400,000 the previous year. Renewal income was $2.6 million, $200,000 higher than for the previous year. To enhance these efforts a new "member- get-a-member" drive with prizes will begin shortly.

In an effort to generate greater grassroots opposition to a Food and Drug Administration (FDA) sanitation test now being marketed by the Educational Testing Service, the **Education and Research Committee** recommended that NRA staff ask foodservice operators to express their opposition to mandatory testing to appropriate parties in state and local governments.

The **Convention Committee** reported that 1,131 contracts have been secured from companies for space at the 1986 NRA Show, and negotiations are continuing on the selection of a headquarters hotel for the 1987 Show. NRA Director S.J. "Bill" Monro (Pam Pam East Restaurant Enterprises, San Francisco, CA) and NRA Member Bill Anton (Anton's Loyal Opposition, Washington, DC) have been appointed to a subcommittee charged with selecting speakers for the 1986 NRA Show. The Convention Committee will continue its efforts to promote the NRA Wine Classic as a vital component of the annual event.

The **Communications Committee** reported that NRA will again participate in Operation:Prom/Graduation, an alcohol awareness program sponsored by NRA and three other Washington, DC, trade associations last spring. The promotion featured special events and discounts in participating establishments for graduating students who pledged not to drink and drive during the prom and graduation season. Information packets on this program will be distributed to NRA members in January. Unlike the earlier program, Operation:Prom/Graduation has been reorganized to allow restaurants to initiate the promotion on the local level.

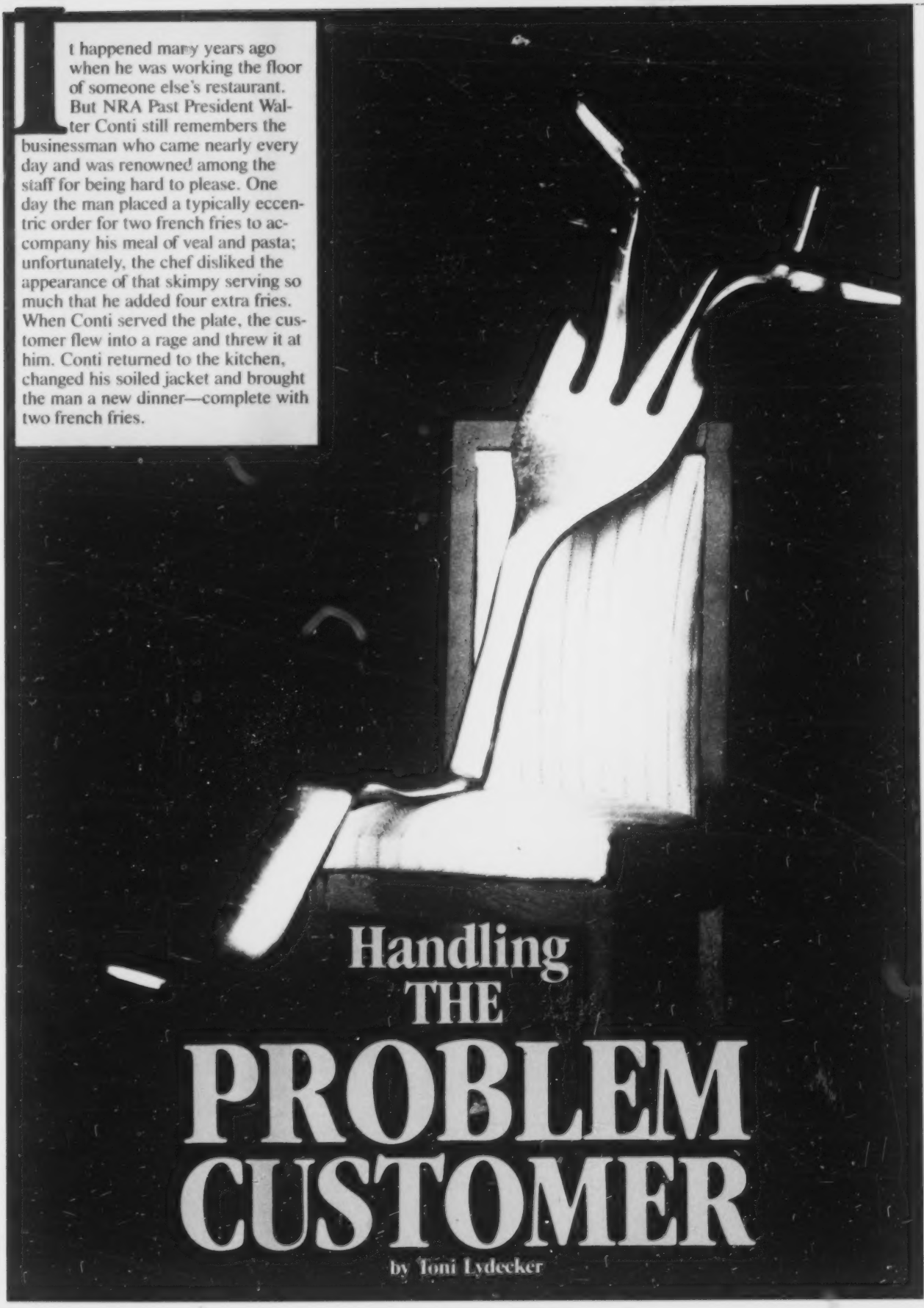
The committee also continues its efforts to promote the foodservice industry's opposition to a business meal cap or any reduction in the business meal deduction.

The Communications Committee is also launching a special program on product and service liability, underscoring the fact that liquor liability is but one component of a wide-reaching liability problem that faces the nation. A cornerstone of the new program will be "National Symposium: The Crisis in Product and Service Liability" at the J.W. Marriott Hotel in Washington, DC on Wednesday, January 29, 1986. Sponsored by Pennsylvania State University in conjunction with NRA, the one-day symposium will feature speakers from the insurance, medical and legal communities, who will discuss the effects that escalating liability suits have had on their industry and the consumer.

—Dorothy Dee

Board members review issues at Board meeting.

NRA officers listen intently to committee reports at the fall Board meeting. From left: President Ted Balestreri, Vice President Jim Hassloc-her and Treasurer Michael Grisanti.



It happened many years ago when he was working the floor of someone else's restaurant. But NRA Past President Walter Conti still remembers the businessman who came nearly every day and was renowned among the staff for being hard to please. One day the man placed a typically eccentric order for two french fries to accompany his meal of veal and pasta; unfortunately, the chef disliked the appearance of that skimpy serving so much that he added four extra fries. When Conti served the plate, the customer flew into a rage and threw it at him. Conti returned to the kitchen, changed his soiled jacket and brought the man a new dinner—complete with two french fries.

Handling THE PROBLEM CUSTOMER

by Toni Lydecker

Conti's total self-control not only restored dining room conditions to normal within a few minutes but also served as a quiet rebuke to the customer. Embarrassed by his own behavior, he never returned to the restaurant.

The lesson to be learned here, says Conti, is to keep your cool even when customers lose theirs. As owner of the 350-seat Conti Cross Keys Inn, Doylestown, PA, he has learned a few other tricks for handling problem customers:

- Train staff to watch for potential problems and to report them immediately to the appropriate manager—preferably one with good judgment and an even disposition. If time permits, the manager should be briefed before approaching the customer.
- In dealing with an irate customer, always say, "May I help you?"—not the more defensive, "Is something wrong?"
- If a dispute results in shouting or other unpleasantness, move the parties quickly into an area removed from other customers.

Nearly every restaurateur has at least one "war story" comparable to Conti's—an unusual dilemma that required quick thinking and a creative solution. A majority of situations fall into more predictable categories, however. The remainder of this article surveys some classic problem customers and solutions that work.

The customer who rejects food . . .

Someone with a legitimate complaint about food or wine is not a troublemaker; indeed, that customer has done the restaurant a favor by drawing attention to a flaw in need of remedy. The problem customer is the one whose complaint is without merit, the one you may suspect of trying to worm out of paying the bill.

Distinguishing between the two kinds of complaints is not easy. Ponderosa, Inc., a national chain based in Dayton, OH, responds to any food complaint, justified or not, by replacing the meal without charge. The 500-seat Angus Barn, Raleigh, NC, offers to substitute another item chosen by the customer even if it is more expensive than the original choice. "You may not make any money on that customer, but you've probably made a friend," comments owner Thad Eure, Jr., NRA Past President.

Other restaurants proceed on a case-by-case basis. "We take the food back to the kitchen and check it out—smelling, tasting, tearing it apart. If nothing is wrong, and perhaps we've served a hundred other portions of that dish without any complaints, we'll stick to our guns and charge the customer for it," says Gilda Alberini, owner of Alberini's Restaurant (600 seats; Niles, OH).

Ralph Evans, NRA director and owner of the 650-seat Evans Farm Inn, McLean, VA, remembers one woman who ate a serving of roast duck "down to the bone," then refused to pay on the grounds that it was really chicken. He eventually called the police, who compelled the woman to pay but only after a ruckus in the lobby. In retrospect, he advises against this strategy even though the customer was in the wrong.

Walter Conti agrees that letting a customer off without paying is better than risking a big scene. It's a "no-win situation," he points out, especially if the customer has consumed all the evidence. When feasible, Conti tries to persuade the customer to pay some part of the bill, such as the drinks.

At the 450-seat "21" Club, New York City, a customer may turn back a bottle of wine, perhaps because it is not to his taste or perhaps to impress a companion. Although the sommelier brings a replacement without argument, the customer is normally charged for both bottles if nothing is wrong with the original selection. When the patron receives the bill, the sommelier is nearby, prepared to discuss the matter quietly. "Often the money is not at issue. What matters is handling the incident so the customer is not embarrassed," says Sheldon Tannen, president of the company.

The demanding customer . . .

Food and wine are the most common grounds for customer complaint, but there are others. You're probably familiar with the customer who

- insists on a certain table, server or other special treatment,
- chafes at waiting for a table or arrival of the order,
- "doesn't like" the customers at the next table even though they are doing nothing objectionable or
- claims to have seen an insect.

By anticipating a customer's reactions, staff can head off some of these problems. A customer told immediately after arrival that her favorite table is occupied will probably accept the news calmly—especially with the reassurance that her regular server will be looking after every need.

Good communication can also help placate the impatient customer. When someone is waiting, 15 minutes can seem interminable. The host who jots down times of arrival and gives precise estimates of waiting time (rather than using phrases such as "in a few minutes") has a ready reply for a customer who erroneously claims to have waited 30 minutes: "According to my note, you arrived at 7:45, and it's now 8:00 . . . " Similarly, servers should make sure customers understand that the rack of lamb will require 30 to 40 minutes of preparation time rather than trusting to a menu note that may go unread.

Sightings of insects and other pests should be taken very seriously, or the local health authorities may be waiting on your doorstep the next morning. Should a customer spot an insect at the Evans Farm Inn, the company's admirable exterminator has a standing promise to (a) pay the customer's bill, (b) write the customer to explain that the exterminating company, not the restaurant, is at fault and (c) invite the customer back for another complimentary meal.

Although resolving a customer's complaint right away is usually best, there are exceptions to the rule—namely, when mollifying the customer might require a substantial cash outlay. A cautious reaction is in order when customers complain that their car was damaged in the parking lot, that a designer dress tore on a snag in the chair or that a dental plate broke on a bone in the food.

"Product liability is a growing problem for restaurants. If you sense that the person is after big bucks, don't try to settle the problem yourself," says Walter Conti. He recommends this procedure: Ask to see the cause of the problem, take the customer's name and telephone number and say that a representative of the restaurant will be in touch. Then turn the matter over to your insurance agent.

The customer who disturbs others . . .

Dealing with the person whose behavior interferes with other customers' enjoyment of their meals requires human relation skills of the highest order.

When a customer becomes loud or obnoxious, the manager should ques-

tion servers and other staff to discover whether the behavior appears to be drinking-related. If so, the manager must find a way to remove the customer from the premises while protecting the restaurant from a potential liquor liability lawsuit. Nick's Fishmarket (200 seats; Chicago, IL) follows a sensible procedure. After sending word to the restaurant's parking attendant not to return a tipsy customer's automobile and keys, the manager arranges for the person to be taken home in a taxi or the company limousine.

An overly amorous couple may also offend other diners, but here the psychology is totally different. The couple would probably resent a stiff admonition that they are behaving improperly, says Tannen of the "21" Club. "We'd be more likely to adopt a light tone, to smile and say that three or four people have inquired what is happening at their table," he says. "Without being judgmental, we've put them on notice that they're not alone in the restaurant."

Restaurants also can be caught between customers who want to smoke and those who object. If this situation comes up frequently, designating separate smoking and nonsmoking areas may be the answer; alternatively, some restaurants prohibit cigars and pipes in the dining area but allow them in the bar.

A restaurant lacking such a policy must handle conflict between smokers and nonsmokers in an even-handed way. One restaurant owner describes what happens when the task is bungled. Following a fine meal in another restaurant, he and a friend began smoking cigars. When a customer two tables away complained, they volunteered to move to another table. The server moved them—to a location two tables on the *other* side of the offended customer. Moreover, the server openly sympathized with

A LOOK AT NO-PAYS

by Barbara Burtoff

At a posh Indo-Pakistani restaurant not far from the White House, a diner put down her dessert fork, took a last sip of coffee and signaled for her bill.

She got up from the table, placed her umbrella on her chair and indicated to the waiter that she would be right back.

He thought she was heading for the powder room. Instead, she went out the front door.

"It wasn't even a new umbrella," laments Maisie Krikliwy, part owner and director of Shezan, a 130-seat restaurant in Washington, DC.

At Maison Robert (250 seats), one of Boston's most elegant French eateries, a man engrossed in a business conversation put his bill in a jacket pocket and continued closing his deal as he and his guests walked out. Mortified by what he had done, he returned the next day with the bill, payment and apologies.

At Commander's Palace, a 92-table restaurant in New Orleans, LA, a young couple came in for dinner at prom time. When they were handed the bill, they realized they didn't have enough to cover it and asked co-owner Dick Brennan if they could bring in the rest the next day.

"They were so cute," says Brennan. "He had on a tuxedo. She had on a long gown. I told them the meal was on the house."

No-pays happen more frequently, say proprietors of some of the better restaurants, than most people would believe. Not so much because guests are after a free meal, but because they lose track of their cash flow in the rush of business and socializing.

"Basically, people are honest," says Ann Robert, co-owner of Maison Robert. Most customers who can't pay a bill, she says, are victims of an embarrassing situation. They had less money in their purses or wallets than they thought; they left their credit cards in a desk drawer, another handbag or suit jacket pocket, or, more commonly, they are told they have reached the credit limit on their charge card.

So what can customers do when they just don't have enough money to pay the bill?

Some clever souls have offered to leave collateral with the owner or manager until they could return with cash, travelers' checks, personal checks or credit cards. For example:

- "A gold watch," says Tony Greco, owner of the 500-seat Maison Blanche in Washington, DC. "The bill was about $100 and I knew the watch was worth more."
- "A George Washington University student's most valuable possession, his college identification card," says Diana Damewood, manager of Dominique's (200 seats; Washington, DC and Miami, FL). Tax-exempt cards—which can represent thousands of dollars in savings—have been offered by diplomats, says Damewood.
- "Their car or a member of their dinner party," says Irwin Sawitz, owner of Joe's Stone Crabs, a popular 380-seat restaurant in Miami, FL.
- Passports and drivers' licenses have been presented to Mel Krupin, owner of Mel Krupin's (200 seats, Washington, DC).

A boudoir rendezvous even was once proposed by a customer says a spokesman at Philadelphia's famous Old Original Bookbinder's (1,500 seats), who prefers to keep his identity anonymous. He turned down the offer.

In the movies, when someone can't pay the bill, it's off to the kitchen and a never-ending stack of dishes.

Not in real life, cautions Maison Blanche's Greco.

"Our dishes," he says, "are too expensive to let amateurs wash them."

There are other enterprising exchanges, however. One young man dining at Duke Zeibert's, a 400-seat restaurant in Washington, DC, who was short on funds asked owner Zeibert if he liked to play golf.

He did; in fact, he kept a putting iron by his desk. The young man then said he had been a professional golfer and offered Zeibert a putting lesson—on the restaurant's carpet—in exchange for the meal.

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the nonsmoker. As a result of a poorly handled situation, both parties left angry.

The pint-sized customer . . .

Under the watchful eyes of parents, most children behave reasonably well, restaurant owners report. But what about the occasional customers who enjoy their meals while their children race around the dining room? "We talk first to the children and, if that doesn't work, to the parents," says Ralph Evans, whose restaurant attracts many families. He suggests seating parties including children in the same general area rather than interspersing them with adults-only tables.

A steady flow of food can also help keep children in their seats, and happy. When small children are in a party, Marrakesh, a 160-seat Moroccan restaurant in Washington, DC, accelerates the pace of a multi-course meal normally requiring three hours to about one and one-half hours. "The waiters watch the table closely, and as each course is finished, they bring another. That way the children don't get cranky," says general manager Bashir Kouschkeji.

Customers who want to bring their families have an incentive to come on weeknights, when children's meals are half price; on weekends, when the restaurant is busier, there is no price break. The entertainment reinforces the message that the restaurant is primarily for adults, reports Kouschkeji: "The belly dancer begins her show at 9 p.m., and families with children usually don't stay."

The penny-pinching customer . . .

Few proprietors of a white-tablecloth restaurant are thrilled by the profit potential of customers who order salad as the main course during prime seating on Saturday night. This could happen because everyone is on a diet, but it could also happen because customers are trying to economize after misgauging the restaurant's pricing structure.

Occasionally customers are startled by the formality and high prices of Nick's Fishmarket. "Our name works against us because it sounds casual, the sort of place you might buy fried shrimp and clams. I've even had people come in trying to buy 10 pounds of raw fish," says manager Steve Karps.

Customers who have misjudged the restaurant may take out their frustration on the staff by complaining about anything and everything. "We try to bear with them and suggest some of the less expensive menu items," says Karps.

Better yet, the restaurant tries to keep this uncomfortable situation from happening in the first place. Because Nick's Fishmarket is well-known locally, it is usually out-of-towners who assume that it is moderately priced. To bridge the information gap, the restaurant periodically invites nearby hotel concierges and taxi drivers for a complimentary dinner. The visit equips them to give an accurate—and, it is hoped, enthusiastic—description to visitors who ask for a restaurant recommendation.

Another solution to the empty-pockets syndrome is to post a menu near the door as European restaurants do.

The customer who comes to stay . . .

Customers who feel so comfortable in a restaurant that they settle in for an extended stay are not necessarily a problem. Nick's Fishmarket has had customers who come for lunch, make a few telephone calls from the table, invite clients in for cocktails, eat dinner and stay until closing time. "In the rare cases where this happens, it is a very good customer. We do everything we can to accommodate the person," says Karps.

The dilemma arises when the customer stays long and spends little. "Sometimes I think half the deals that put Austin and San Antonio on the map were made in one of our booths," sighs NRA Vice President Jim Hasslocher, who owns a chain of coffee shops in Texas under the auspices of Frontier Enterprises in San Antonio. The business group that spreads out papers and spends hours drinking coffee in a restaurant can be a menace to the profit margin. So can the lonely customer who lingers, chatting with the server. Worst of all, says Hasslocher, is the customer who arrives during peak business hours, orders a soda and pulls out a brown bag lunch, or the one who opens a display case and begins trying to sell cosmetics to other diners.

A server who has established a rapport with the business group can tactfully ask them to vacate the table for an incoming group. Cutting off coffee refills is another way to signal that the party's welcome has worn thin. Tempering her firm tone with a smile, the server can make it clear to the lonely customer that she is too busy for unlimited small talk.

Tact would probably be lost on some abusers of restaurant hospitality; the brown-baggers and cosmetic hawkers should be told in no uncertain terms that their behavior runs counter to restaurant policy.

Solving the problem, keeping the customer . . .

In most cases, the restaurateur's goal is to get rid of the problem and keep the customer. Through its generous policy on replacing meals and prompt involvement of managers, Ponderosa, Inc. solves most customer-related problems at the local level. The chain's headquarters receives only a half dozen complaint letters each week, even though more than two million customers are served during that period.

When a letter does come in, the company follows a complaint handling procedure that has proven to be extremely effective:

- A company officer immediately sends the customer an apologetic letter, with a promise that a local or area manager will be in touch. A pass for a complimentary meal is enclosed.
- After investigating the complaint, the local manager calls the customer to resolve the problem.
- When the complimentary pass is used, its color alerts the cashier to the fact that the customer has complained. The manager is notified of the customer's presence and follows up to make sure the dining experience is a pleasant one.

When to cut your losses . . .

Ponderosa's complaint-handling procedure, like other strategies discussed in this article, usually pays off in a loyal customer whose future relations with the restaurant are cordial. Once in a while, however, restaurants encounter a repeat customer who is a chronic source of problems.

"We're all told when we enter the business that the customer is always right. It's not true, of course, and sometimes you have to decide where to draw the line," says Jim Hasslocher. "It's hard to tell customers it might be better for everyone if they took their business elsewhere, but sometimes that's the only way." ❑

Protecting Your Staff From SEXUAL HARASSMENT

by Anne Papa

A cocktail waitress at a busy downtown restaurant was having problems with a male customer who regularly sat in her station. The customer, a prominent business executive, made suggestive or lewd remarks whenever the waitress approached his table. Lately, he had even begun grabbing her arm as she served his drinks—and once he had gone so far as to pat her behind.

The waitress complained to the restaurant's owner about the problem. The owner evaluated the situation, taking into account the businessman's prominence in the community. He decided to "wait and see." The waitress could be blowing the whole thing out of proportion, he reasoned. Meanwhile, the problem continued to escalate. Finally, the situation got so difficult that the waitress resigned.

According to federal law, textbook cases such as this one constitute sex discrimination. But it is the restaurant owner, *not* the offending customer, who is the guilty party. Title VIII of the Civil Rights Act of 1964 and the Equal Employment Opportunity Commission (EEOC) guidelines of 1980 dictate that an employer is responsible for sexual harassment of employees by non-employees when the employer "knows or should have known of the conduct and fails to take immediate and appropriate action." In other words, although many operators are aware of their responsibility regarding harassment of employees by managers or co-workers, many do not know they can be held liable for their *customers'* actions.

What is sexual harassment? . . .

There is no cut-and-dried definition of sexual harassment. What one person considers harmless flirtation may be regarded as harassment by another. EEOC broadly defines illegal sexual harassment as "unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature." Although the majority of sexual harassment cases concern problems among supervisors and subordinates or co-workers, the problem of harassment by customers is a serious one—particularly in the hospitality industry.

"Waitresses—and sometimes waiters—are in a real Catch-22 situation," says Lauren Taylor, community education coordinator for the Washington, DC-based Women's Legal Defense Fund. Taylor, herself a former waitress, describes the predicament: The social nature of the restaurant industry creates an atmosphere that is conducive to intimacy. Yet servers whose livelihoods depend on tips hesitate to offend customers by being standoffish or accusatory. "Waitresses tend to shrug off unwanted advances or remarks, assuming it's 'part of the job,' " contends Taylor. "They don't recognize it for what it is—sexual harassment."

Although the definition of sexual harassment is ambiguous, the legal responsibility of an employer in a sexual harassment case is crystal clear. "'Immediate action' is the key legal phrase," emphasizes Richard Simmons, a Los Angeles, CA, attorney who specializes in defending employers. "If an employer does not act or hesitates to act on a complaint of sexual harassment, he can be found guilty under federal law of sex discrimination." Additionally, Simmons points out that many state and local ordinances also hold an employer responsible for sexual harassment by customers if no immediate corrective action is taken.

In ruling on such cases, courts take into consideration the employer's "degree of control," examining factors such as frequency of visits by the offending customer. If found guilty under the existing circumstances, an employer can be required to pay punitive damages.

Establish a written policy . . .

How can operators protect themselves against liability? Simmons recommends that one way is to establish a written policy that expresses intolerance of sexual harassment and outlines support of employees. "A written policy can't actually be used as a defense against liability," he acknowledges, "but it shows good faith and can possibly protect an employer from punitive damages." Simmons says the policy should also outline a system management can use to investigate complaints immediately and resolve them before they escalate.

New employees at Sage's Restaurants, four upscale establishments (averaging 125 seats) in Chicago, IL, receive a 40-page employee manual the day they are hired. "We state clearly in black and white that customers can do no wrong—*except* in cases where they disturb other customers or abuse or sexually harass staff members," says restaurateur Eugene Sage. Sexual harassment in Sage's manual is defined as innuendos, unwelcome touching or overt sexual advances.

Michael Robinson, general manager of Tumble Brook Country Club (Bloomfield, CT; 390 seats) underscored his company's position on sexual harassment by drafting a specific memo and including it in employees' paycheck envelopes. The memo outlines Connecticut state laws regarding sexual harassment. It states that all Tumble Brook employees could expect to work in "security and dignity and are not required to endure insulting, degrading or exploitative treatment." Employees were advised to refer any problems to their employee relations officer who would then take necessary action. "After its original dissemination, the memo became a permanent part of the employee manual," Robinson says.

Follow up with action . . .

Once a policy has been established, it is crucial that operators back their words with immediate action when an employee complains of sexual harassment. Even if the complaint is made by a third party—a waitress observes her co-worker having problems and reports to management—corrective action should be taken immediately.

At Sage's Restaurants, Eugene Sage instructs servers to notify management at the first sign of a problem. Managers are instructed to handle each situation on a case-by-case basis with three main options. First, give the offending customer another server, usually replacing a woman with a man (or vice versa). Second, change servers *and* politely but firmly reprimand the customer. As a last resort, managers are to ask the offending customer to leave.

At The Grill Restaurant (Portsmoth, NH; 200 seats) most of the waitresses are extremely adept at handling sticky situations. Observes Debbie McClure, personnel manager, "The older waitresses in particular are able to head off problems themselves without offending anyone." She adds that younger, newer waitresses initially need direction, but they, too, can usually take care of themselves. Therefore, when a problem is brought to a manager's attention, the offending customer is generally told to leave. "If it was bad enough for a waitress to complain to management, then we don't want that customer in our restaurant," McClure reasons. Immediate action also shows the wait staff that management respects their judgment and is 100 percent behind them.

Never minimize the issue . . .

Beyond establishing a written policy or reacting to specific situations, operators should advise employees on a regular basis that *a)* situations regarding sexual harassment may arise and *b)* if they do, employees have the full support of management. "Never minimize the problem or pretend it does not exist," advises Simmons. Michael Robinson of Tumble Brook Country Club agrees: "An employer who sticks his head in the sand and says it will never happen in his restaurant is not being realistic." It is important, Robinson believes, to always keep communication lines open so neither management nor employees will ever feel uncomfortable with the subject.

Elio Bellucci, a professor at Florida International University's School of Hospitality Management, maintains that managers of today—and tomorrow—*are* more attentive to the issue. In fact, he teaches an entire course devoted to the subject. "Students are recognizing the effect sexual harassment has not only on staff but on managers, on owners—the entire operation as well," he says.

As an example of the growing awareness of the problem, Bellucci cites the industry trend away from revealing uniforms for wait staff. "These days, operators are less likely to require provocative uniforms," he reports. "They can no longer afford to put their waitresses in the position of possibly 'asking for it.' " Indeed, even if revealing uniforms are worn, they are not made a condition of employment; at El Torito Georgetown (Washington, DC; 300 seats), for instance, cocktail waitresses who are uncomfortable in the required short skirts are reassigned to lateral positions elsewhere in the restaurant.

In sum . . .

As recognition of the problem grows, operators are taking steps to prevent customer sexual harassment from occurring in their restaurants. These precautions can protect operators from legal liability. But, equally important, they preserve a pleasant, dignified working environment for employees. ❑

5 SNAPPY COMEBACKS

When customers get rude, lewd or just overly friendly, sometimes the best tack to take is a little creative table turning. When customers are on the prowl, sometimes the best way to handle them is to outsmart them.

1. Tom Wotherspoon, a former server in Los Angeles, CA, says his favorite comeback for come-ons from female customers was to call their bluff. "They never expected it," he says with a devilish grin. When one woman whispered to Wotherspoon that what she wanted wasn't on the menu, he whipped off his apron and sat down beside her. "I told her, 'Fine, I'm all yours.' She wasn't ready for that one."

2. A waitress at a restaurant in Knoxville, TN, was being bothered by a regular customer who knew the serving staff liked to hang out after work at a nearby 24-hour pancake house. After dropping a few subtle suggestions that he'd like to get to know her, he asked if she'd like to meet him at the pancake house after her shift. She paused, looking him over from head to toe. "Actually," she said, "I'd rather have a waffle."

3. One night a waitress at a Greensboro, NC, restaurant was being pestered unmercifully for a date by an obnoxious customer. She politely told him several times that she wasn't interested, but he wouldn't give up. Finally, she decided to try another approach. "I told him that if he didn't stop, I was going to burst into tears," she says. "He felt so bad that he left me a $30 tip."

4. Former server Jed Spingarn remembers the night he was busily clearing tables and lighting candles at Nikki & Kelly's in New York City. At one point he walked up to a table of men and asked one of them, "May I light your candle, sir?"

"Ooh, I wish you *would*," the man replied. Spingarn was caught off guard by the response but just laughed and lighted the candle. "There you are," he said.

"Sometimes playing innocent works better than anything else," he says.

5. A waitress at the 9th Street Deli in Columbia, MO, was catching so much abuse from a rowdy college crowd that she finally decided to retaliate after one of her customers winked at her. "Do you have something in your eye, sir?" she asked. The winker, who was with a group of his friends, got so flustered that he ordered more than $15 worth of deli food, even though he had wanted only a sandwich.

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CUSTOMER RIGHTS

A Look At Some Legal Obligations

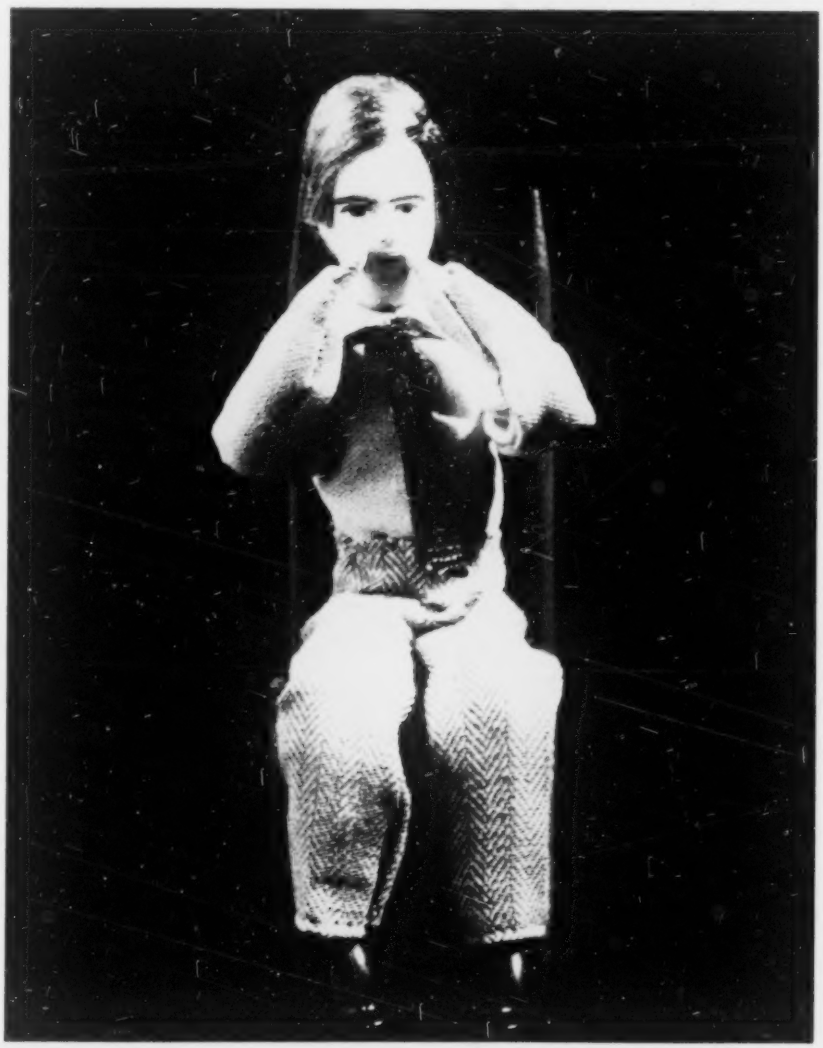
Most disgruntled customers are annoyed at poor or intolerably rude service or food they feel is not up to the price. "Each week a few of these patrons call NRA to complain, believing NRA has some sort of policing power over its members," says NRA Legal Counsel Robert Palmer. "Customers say, 'There ought to be a law that addresses my problem,' but frequently there isn't one." In most cases, the customer's only real weapon is telling others about their experiences. However, customers do have rights, covering matters as major as food safety and as minor as dress codes. Here are some common areas of customer conflict and how they can be resolved legally.

Food safety. The most serious customer complaints result from contaminated food or from injuries suffered on the premises, and patrons in these situations have a great deal of law on their side. "However," explains Jon McConnell, professor at Washington State University, Pullman, WA, "customers generally must prove negligence or, in other words, carelessness. They must show that the operator carelessly allowed a hazard, such as poisoned food or a slippery floor, to exist."

An operator will be held liable for improper handling or for foreign objects in food, even if the particular problem can be traced back to a processor or distributor. Though some courts have carved a small exception for hazards occurring naturally in some types of food, such as bones in fish or chicken, it is important to handle and inspect food carefully to avoid customer complaints or suits over food safety.

A customer's medical emergency is always a dreaded event and one for which food servers should be prepared. Training in first aid or choking assistance is valuable, and courts are moving to encourage people to help by freeing them of responsibility for further injury to the stricken person as long as they act carefully. The safest move from a legal standpoint may still be to summon and wait for professional medical assistance. Obviously, that is not always possible, especially in situations where immediate action is required.

The operators should also be at-



tuned to physical hazards—frayed or loose carpeting, wobbly steps, crumbling chairs, changes in floor level, cracked or icy sidewalks, dropped forks and types of tableside food preparation which can be dangerous to patrons.

A few recent court cases have extended the hospitality operator's sphere of responsibility by requiring reasonable efforts to protect customers from muggings in parking or sidewalk areas adjacent to the establishment. This is especially true for businesses in high-crime areas or those with a history of previous incidents on or near the premises.

Disorderly conduct. Your customers themselves may be hazards. Operators are responsible for maintaining an environment free of violent or abusive patrons. They have broad rights to eject objectionable persons as long as only the minimum necessary amount of force is used. Whenever possible, contact the police to remove problem people from your establishment; such customers certainly have no "right" to disrupt your business.

Many operators try to avoid these difficulties by establishing house rules, dress codes or other policies meant to control customer behavior. These rules must be reasonable, not arbitrary and capricious. For example, a coat and tie rule would be unreasonable at a carryout. Many rules, such as those prohibiting pets (except seeing-eye dogs), bare feet, disorderly conduct or underaged drinkers, are easily justified in the interests of patron safety or local law. Most other types of rules are permissible as well as long as they are reasonable and are not differentially applied on the basis of race, sex, religion, national origin or other factors covered by public accommodations and anti-discrimination laws.

Much objectionable customer behavior is caused by alcohol. Operators have become more aware of patron consumption as public clamor over drunk driving continues and insurance claims and premiums mount. Here again, the operator's legal obligation to prevent overconsumption easily overrides the customer's desire to drink to excess. As courts and legislatures expand liquor liability, an operator's responsibility increases to an extent undreamed of in past years.

"Most restaurateurs think they have done their job when they cut the customer off," says Anthony G. Marshall, dean of the School of Hospitality Management at Florida International University, Miami, FL, "but they are liable for the customer in the car as well."

Paying for a patron's taxi ride home is one practice becoming more common. Some more aggressive techniques, such as taking the patron's car keys or even reporting a departing driver to the police, are also used under severe circumstances. But the best policy here is prevention—curbing a patron's consumption before it becomes a problem.

The dining experience. Of course, there are problems which are less deadly but still annoying. Most of these matters involve contract law although few of them are significant enough to reach the courts. A dinner reservation is a contract, for example, in which the operator promises to provide a table and the customer promises to show up, both acts to occur simultaneously at a set time. This type of contract is frequently breached by one side or the other, and operators are now taking action—requiring deposits, for example. On the other side, customers can get upset when the restaurant fails to uphold its end of the bargain, but since they don't usually suffer economic damage as a result, the complaints stop short of legal action.

Patrons' personal property is a more serious problem area. If the operator takes physical possession of the property—for example, through an attended checkroom or valet parking arrangement—then the operator will be liable if the property is lost, stolen or damaged. If, however, the customer hangs his own coat or parks his own car and particularly if the customer is notified that management takes no responsibility for personal property, then liability will generally not attach. But remember that such a disclaimer will be invalid if you or

USING TIME ELEMENTS TO PERSONALIZE SERVICE

by Alan Kluge

Most operators would agree that personalized service is a key ingredient for generating repeat business. When a customer feels that his or her needs have been addressed by a foodservice establishment, that person develops a positive mental image of the operation which is likely to result in repeat business.

Timing can be used to improve the perceived level of personalized service. The four elements of time that directly affect the customer are duration, sequence, timing and tempo. Duration refers to how long the dining experience is expected to take from beginning to end. Sequence refers to the order in which the service is delivered. Timing refers to the coordination between the foodservice staff and the customer's needs. Tempo refers to the pacing of activities through the dining process.

Too often foodservice operators set each of these four elements for their own convenience and efficiency. However, what is best for the operation is not always best for the customer. Different customers have different needs with respect to these four elements. It is up to each server to identify what those needs are.

Duration. When customers enter a foodservice facility, they have a preconceived notion of how long the dining experience is going to last. This is obvious for breakfast and lunch when customers often need to go to work after the meal. However, it is equally important in the evening for dinner or cocktails, as patrons may have other plans afterwards as well.

Recognizing and honoring the individual's time schedule provides a strong perception of personalized service. At tableservice restaurants this often means that at the beginning of the meal the waitperson asks, "Is there a certain time you need to leave this evening?" to insure that any time limits are met. In a fast food restaurant it is equally important to keep customers informed when service will take longer than normal.

Sequence. Customers like to have some degree of control over the sequence of events during a meal. Providing customers with options, such as asking them when they wish to order, whether they prefer to order all at once or a course at a time, or when beverages and accompaniments are to be served, provides customers with the ability to sequence the meal according to their own needs.

Timing. Proper timing implies that service is offered at precisely the exact moment that it is desired by the customer. In foodservice operations when a customer wishes attention, each second that goes by without notice makes the customer feel less and less important. This translates most directly to staying attentive to the guest's needs.

Through training, observation, practice and experience the wait staff needs to develop the ability to anticipate a customer's needs. By staying in visual contact with the customer, servers will receive cues about when to approach a table and when to leave it alone.

Tempo. When service is too slow, the customer may feel ignored. When service is too fast, the customer may feel rushed. The goal of successful foodservice operations should be to provide service at a tempo which best meets the needs of the guest. Of the four time elements discussed, tempo may be the element most often abused in foodservice operations.

All too often the tempo is set by the mood of the wait staff or by the skills of the kitchen and not by what the customer needs. The service system must be flexible enough to allow for different tempos of food delivery. Whether applied to the timing of courses in a full-service dinner house or the clearing of tables and taking of drink orders in a pizza parlor, the tempo of service must be such that it occurs at precisely the time desired by the customer.

In almost all situations it is to the foodservice operator's advantage to improve the perception of "personalized service" by the customer. Not only does it allow for greater customer satisfaction, but it also increases repeat business and provides a competitive edge over other operations not offering the same level of service.

E. Alan Kluge is assistant director of the Hotel, Restaurant and Tourism Management Program at Oregon State University in Corvallis, OR.

your employees take physical possession of personal property.

Beware, too, of a quirk involving lost property. If a patron leaves behind personal property and the operator or an employee finds it, the operator has then taken possession even without any intention of doing so. This means that if the property is lost again before being returned to its owner, the restaurant will be responsible.

There are also truth-in-menu considerations. Several states and localities have passed laws in this area, and customers are becoming more sensitive to the descriptions on restaurant menus. Be particularly careful of getting into menu battles over fresh vs. frozen foods or the geographic origin of certain items. These laws carry fines. Even in the absence of a law, clear, honest descriptions of the food, in words or in pictures, are a good way to avoid customer overexpectation. NRA's *Accuracy in Menus* brochure can provide advice.

Finally, one of your occasional patrons may be a restaurant critic, and after a bad review, you may wish to defend your rights by filing suit. "Don't," advises NRA's Palmer. "No restaurateur has ever sued successfully," he says. "You'll have a difficult time proving that the review is directly responsible for any economic damage you may have suffered. You'll also have difficulty proving that the critic lied about his dining experience, and you'll find the subjective aspects of any review difficult to attack. Worst of all, you will find the negative quotes re-printed and broadcast to a wider audience than reached by the review itself. The frustration is understandable, but the opportunity for shooting yourself in the foot (or cash register) is substantial." ❑

VIEWPOINT

IS YOUR RESTAURANT READY TO BE REVIEWED?

by Harold V. Shumacher

How not to lose points the next time a restaurant reviewer visits your operation.

For 10 years I was a professional restaurant reviewer in Atlanta, GA. After visits to more than a thousand eateries and writing more than 500 weekly columns and two guidebooks, I have learned one basic fact about our industry: No matter how hard you work, there will always be something you miss. The trick is to put out as many fires as possible. Here are some of the warning signs you can learn to spot yourself.

No mystery ingredients. First, and foremost, of course, is the quality and presentation of the food. The food has to look and taste good, and it should be what the menu says it is. I don't mind paying for mushrooms stuffed with crab, but when you run out of crab, don't substitute without telling me. Today's restaurant goer is sophisticated and has a great concern for value and quality.

Good food served well. Good food begins with good ingredients. Considering the incredible growth of the food distribution industry, there is little or no excuse for serving canned or frozen vegetables or frozen meat or fish. Equally important is that the food be prepared correctly. When I am given a choice, I expect a restaurant's kitchen to meet my expectations. Lukewarm or improperly chilled food, appetizers or entrees served without the appropriate silverware or condiments, plates with smudges on the rims and waiters that have to ask who gets what entrees are some other sure-fire ways to incur the wrath of your local reviewer and your customers.

A signature dish. When I was a reviewer, I entered a new restaurant with a sense of excitement expecting and, yes, even wanting it to be good. I always found it much easier to write a review of a positive experience rather than having to agonize over a negative review that might affect someone's business. However, whenever a waiter puffed himself up to his full height and told me that "everything was good," I generally knew I was in trouble. Seldom, if ever, is everything listed on the menu equally good. Something has to be better. A restaurant should have at least one signature dish its staff can point to with pride.

What happens to complaints? One final aspect about judging a restaurant's fare is how well complaints about food quality and preparation are handled. Does the waiter or waitress have the latitude to substitute one dish for another or delete an item from the check? If a manager is the only person who has that responsibility, is he or she readily available?

While the quality and presentation of the food are the most important aspects of a restaurant's success or failure, there are some other warning signs to look for.

No "cook wanted" signs in the window. The foodservice industry may be the only one in the world to advertise for a senior vicepresident, the corporate equivalent of a chef, by hanging a sign in the window or advertising in the classifieds. Whenever I see a "help wanted" or "cook wanted" sign in a restaurant's window, I usually dine elsewhere. "Under new management" is another red flag.

The dumpster test. When I review a restaurant, I try to park by the kitchen door. The cleanliness of the back parking lot, the dumpster and the area around the kitchen entrance are generally a good indication of the professionalism displayed by management. Close scrutiny of the parking lot for burnt-out lights, cracks in the pavement, beer cans nestled in the

Harold V. Shumacher is president of Shumacher and Associates, a full-service restaurant consulting company based in Atlanta, GA. Shumacher was the restaurant reviewer for the Atlanta Journal *and the* Atlanta Constitution.

shrubbery and faded signs can provide other clues of management neglect.

The first 20 seconds. First impressions tend to be lasting impressions. I like to be noticed when I walk in. If I have a reservation, I like my table to be ready at the agreed upon time. If there is no reservation, I expect the hostess or maitre'd to record the time I arrived and give me an accurate estimate of how long it will take to be seated.

The seat test. Meeting planners talk about two, four and eight-hour seats. How comfortable are your seats? And what view does the customer see from the worst seat at the worst table in your restaurant?

The bathroom test. Opinion polls conducted by the NRA have consistently demonstrated that cleanliness is one of the most important criteria customers use to evaluate a restaurant. Since most customers never see the kitchen, bathrooms tend to be a reflection of the entire operation. Does someone inspect the rest room at least once a night? Are the facilities easy to find? If you have a sizable number of female guests, you might want to consider including amenities, such as cotton towels and scented soaps in your rest room. If you cater to a family trade, make sure the bathroom counter is wide enough to hold a baby ready for a diaper change.

Service, service, service. Your waiters and waitresses represent you and your restaurant every time they appear at a table to take an order or serve a dish. Are they salespeople or order takers? Are they knowledgeable about the menu and able to explain your house specialties?

Over the past decade, I have observed four basic types of servers.

- The first and best kind are the *pros:* those individuals who take pride in their work, care about their customers and serve them without having to ask who gets the chicken salad.
- The second type of server are *menu reciters.* My major complaints about these servers are that they conveniently forget to include the prices of those alluring daily specials and the chalkboards they dangle are frequently too smudged to read.
- The third type of servers are *fawners* who seem ready to pull up a chair and share my meal. If I want company for dinner, I'll invite a guest. I don't want to tell my life story to someone I just met.
- Perhaps the most bothersome servers, however, are the *Houdinis:* the waiters and waitresses who disappear after the entrees are served and don't show up again until it's time to leave.

The dishwasher blues. If servers are in the habit of blaming the kitchen for mistakes or use the old saw "we're busy," I automatically deduct points. As long as I am paying full dollar, I don't want to hear excuses. There are so many places to dine today that I don't particularly care to have an "I'm sorry" served with my entree.

Is departing sweet sorrow or agony? I'm particular when I spend my money. I want someone to thank me for doing business with them. Is as much attention paid to the guest on the way out of your restaurant as when they enter? Once the check is paid, are water glasses and coffee cups refilled? Are customers permitted to linger? Is there a guest comment system in place? It can be as simple as a manager inquiring if everything was all right to a pre-paid mailer. Is there a mailing list or a newsletter to keep customers informed about interesting promotions and special events at your restaurant? ❑

Critics sound off on problem restaurants

✎ Problem customers can drive restaurant staff up the wall, but there are two sides to every story. Here's what several prominent restaurant reviewers had to say about problem restaurants:

"My biggest complaint is restaurants that don't honor my reservation—not because there was a misunderstanding, but because they are badly overbooked. . . .

"Service has deteriorated incredibly over the past few years. Half the waiters in New York are actors waiting for their big break—they could act out the role of waiter beautifully, if they only would. . . .

"This is the USA—menus written in French or Italian should be translated."

—Marian Burros, food columnist, *The New York Times*

✎ "It drives me crazy when the maitre d' or waiter treats me as my male client's date. I ask for the wine list—it's given to the client. I ask for the check—the client gets it. I also think it's sad when, in this day and age, a group of women dining together are treated like second-class citizens. The same is true for a woman dining alone. . . .

"I've never cottoned up to what I call 'American service'—the waiter who says, 'Hi, I'm Joe.' I'm never sure whether to give the order or invite him to join us for dinner. . . .

"If there are more than two specials, they should be in printed form rather than having the waiter recite a long list no one can remember. It's too easy to get something unexpected because the sauce you thought went on the scallops actually goes on the swordfish."

—Ellen Brown, author, *Cooking with the New American Chefs*

✎ "It's annoying, when you're having a business meal and want to talk, to have to monitor the service all the time. Chefs are now working in an occupation that people admire, and that's led to a growing level of professionalism in the back of the house—but not in the front. Waiters take little pride in their work; they don't expect to do it for a lifetime. And managers respond by saying they can't spend time training people who won't stay. . . .

"I despise those computer-generated checks that compute a separate tax for each item ordered. At the end, all you get is the total, with tax included. It's nearly impossible to compute the before-tax figure, which is what the tip should be based on. So customers end up overtipping."

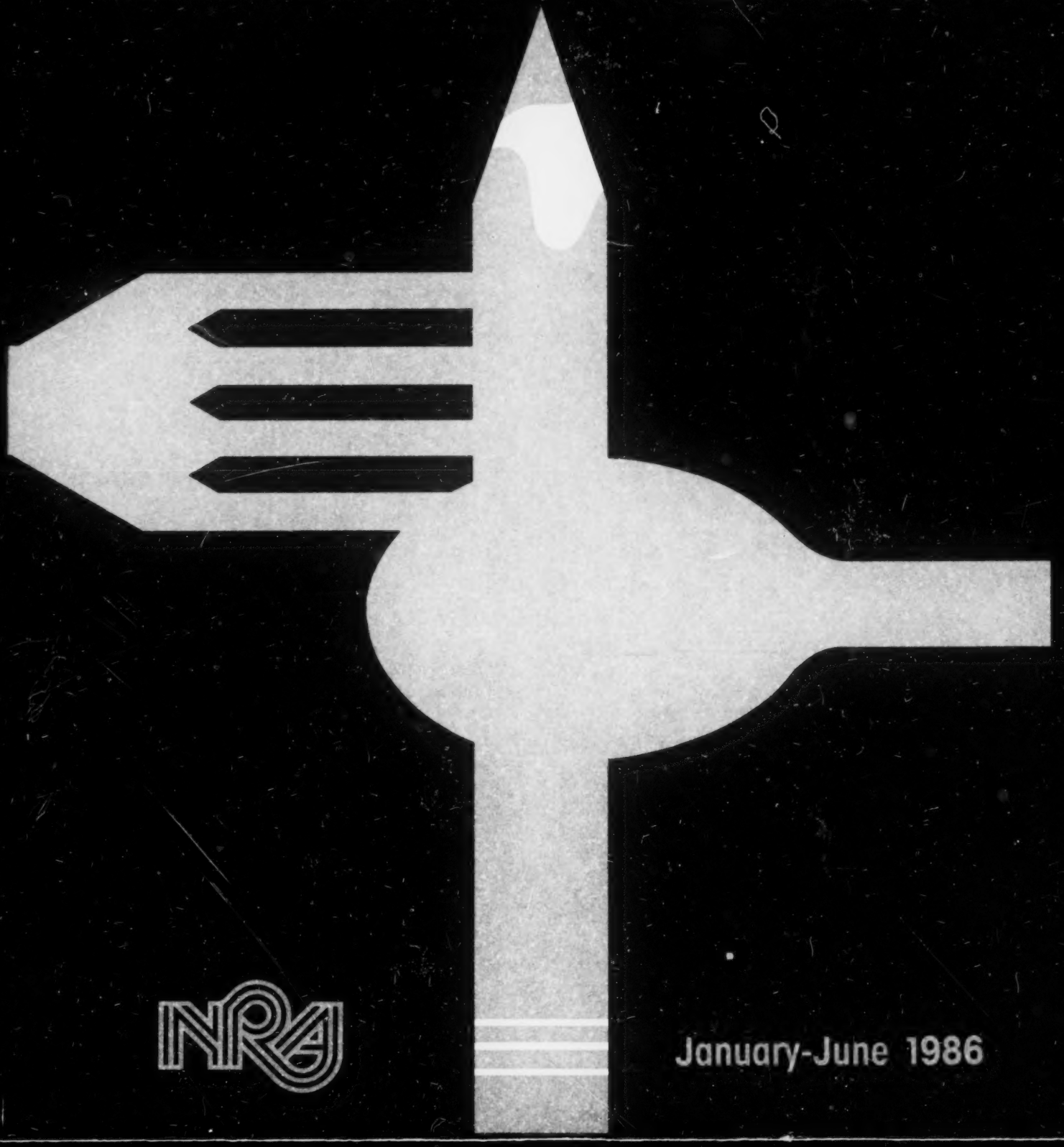
—Stanley Dry, restaurant columnist, *Food & Wine Magazine*

✎ "What annoys people most is having to wait when they've reserved a table, then seeing a celebrity or friend of the owner slipped in ahead of them. . . .

"Restaurateurs should recognize that the classic American darkened restaurant is out of style. People want to see their food—and each other."

—Rose Dosti, restaurant reviewer, *The Los Angeles Times*

National Restaurant Association
Education Programs



NRA

January-June 1986

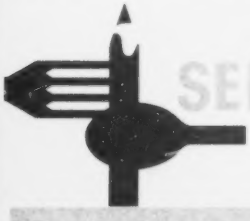
New NRA Educational Programs

The National Restaurant Association is pleased to present its January-June 1986 Education Programs Schedule. For your convenience, we have listed our education programs three ways: by category, by date, by location. This will make it easier for you to decide which courses best suit your needs.

In our **Basic Foodservice Series**, we include educational programs on the fundamentals useful to the majority of the industry. In the **Food Production Series**, we offer both basic and advanced food preparation seminars and workshops. The **Foodservice Management Series** is generally designed to suit the needs of a more advanced or specialized audience.

In 1986, NRA is unveiling several new seminars. The **Foodservice Operators' Legal Workshop** will give you the necessary information for dealing with the problems and issues of the foodservice industry. **Beverage Management** will explore this area of your operation in detail: from liquor liability laws and promotions to maximizing profits. In **Business Dynamics for Women in Foodservice: The Path to Inspired Leadership**, we will take an indepth look at how to take advantage of one of the fastest growing management segments. **Wine and the Bottom Line** will show you how, by understanding the product, you can increase both food and beverage sales. Anyone contemplating expanding their operation should not miss NRA's **Negotiating for, and Financing, Foodservice Facilities** seminar.

Video Training will also be added to the list of services provided by NRA education programs this year. If a picture is worth a thousand words, then each



SEMINARS BY TOPIC

FOODSERVICE MANAGEMENT COURSES

Banquet Management

2/3	Lexington, KY
2/26	Denver, CO
4/3	Portland, OR
4/5	Seattle, WA
4/14	Boston, MA
6/24	Milwaukee, WI

Beverage Management

2/25-26	Newport Beach, CA
3/3-4	Boston, MA
5/17-18	Chicago, IL
6/10-11	Oklahoma City, OK

Business Dynamics for Women in Foodservice

2/6	Washington, DC
4/21	Denver, CO
5/18	Chicago, IL
6/2	San Francisco, CA
6/4	Anaheim, CA

Applications for Computers in Foodservice: Integrating the System

4/28	Newark, NJ
5/18	Chicago, IL
6/9	Phoenix, AZ
6/11	Portland, OR

Introduction to Computers in Foodservice

2/17	Raleigh, NC
3/3	Providence, RI
3/10	Newark, NJ
5/17	Chicago, IL

Creative Buffets

3/4	Boston, MA
3/10	Portland, OR
3/11	Seattle, WA
3/27	Rochester, NY
6/9	Denver, CO
6/11	San Francisco, CA

Employee Motivation

3/4	Williamsburg, VA
3/6	Gatlinburg, TN
5/6	Cape Cod, MA
5/8	Bethesda, MD
6/17	Seattle, WA
6/19	Denver, CO

Food Cost Management

1/20	Jacksonville, FL
1/22	Atlanta, GA
2/25	Minneapolis, MN
2/27	Cleveland, OH
3/5	Williamsburg, VA
3/21	Salt Lake City, UT
4/22	Portland, OR
6/3	Boston, MA

Foodservice Operators' Legal Workshop

2/4	Boston, MA
3/2	Washington, DC
3/5	San Francisco, CA
3/21	Denver, CO
5/18	Chicago, IL
6/10	Philadelphia, PA
6/16	Miami, FL

Menu Development

2/26	Baltimore, MD
3/24	Tucson, AZ
4/22	Albany, NY
5/17	Chicago, IL
6/4	Toronto, Ontario, Canada
6/17	Miami, FL

Negotiating for, and Financing, Foodservice Facilities

2/6-7	San Francisco, CA
3/26-27	Fort Worth, TX
5/17-18	Chicago, IL

Off-Premises Catering

2/10-11	Toronto, Ontario, Canada
3/24-25	Vienna, VA
4/14-15	Austin, TX
5/17-18	Chicago, IL

Operational Analysis

2/25-26	Madison, WI
3/25-26	Minneapolis, MN
4/21-22	Charlotte, NC
6/16-17	Miami, FL

Real Estate and Restaurant Site Selection

1/21-22	Monterey, CA
2/10-11	Chicago, IL
4/7-8	Louisville, KY
6/16-17	Birmingham, MI

Restaurant Design and Facilities Planning

3/24-25	San Diego, CA
4/28-29	St. Paul, MN
5/17-18	Chicago, IL
6/9-10	Atlantic City, NJ

Planning and Implementing Restaurant Marketing Strategy

1/22-23	Houston, TX
2/25-26	King of Prussia, PA
3/26-27	Portland, OR
4/21-22	Denver, CO
4/30-5/1	Miami, FL
5/17-18	Chicago, IL

Wine and the Bottom Line

4/9	Washington, DC
4/15	Chicago, IL
5/5	Detroit, MI
6/9	Cincinnati, OH

TeamWork-Boston

3/3	Dining Room Management
3/3	Soups and Sauces
3/3-4	Beverage Management
3/4	Creative Buffets
3/4	Tools for Training

TeamWork-Denver

4/21	Business Dynamics for Women in Foodservice
4/21	Soups and Sauces
4/21-22	Planning and Implementing Restaurant Marketing Strategy
4/22	Kitchen Management
4/22	Basic Supervision in Foodservice

TeamWork-Miami

6/16	Foodservice Operators' Legal Workshop
6/16	Dining Room Management
6/16-17	Operational Analysis
6/17	Kitchen Management
6/17	Menu Development

offered

of NRA's new training videos is worth an entire shelf of training books. NRA **Video Training** provides comprehensive training, ready-made employee orientation, consistent instruction in high turnover jobs and continued skills development. The first series of NRA **Video Training** focuses on wait staff training, suggestive selling, teamwork and service.

Also included in this schedule is the NRA's 1986 January-June National Conferences. The standards we have set for these conferences reflects the association's commitment to maintain excellence throughout all our activities.

We will be happy to provide you with more detailed information on any of the programs which interest you. Programs are also available on an "in-house" basis.

Let us help you plan for growth. Train today, profit tomorrow.

BASIC FOODSERVICE COURSES

Basic Supervision in Foodservice

2/25	Burlington, VT
3/10	Shreveport, LA
4/22	Denver, CO
5/6	Richmond, VA
5/17	Chicago, IL
6/24	Charleston, WV

Dining Room Management

1/21	Springfield, VA
1/27	Orlando, FL
2/3	San Antonio, TX
2/4	Austin, TX
3/3	Boston, MA
3/5	Springfield, MA
3/10	Grand Rapids, MI
3/11	Kansas City, MO
4/14	Buffalo, NY
4/15	Syracuse, NY
5/18	Chicago, IL
5/27	Rockville, MD
5/29	Charleston, WV
6/11	Owensboro, KY
6/16	Miami, FL
6/24	Portsmouth, NH
6/26	Stamford, CT

Kitchen Management

1/21	Fort Worth, TX
1/28	Cincinnati, OH
2/4	Springfield, VA
2/6	Atlantic City, NJ
2/27	Indianapolis, IN
3/11	Calgary, Alberta, Canada
4/7	Portland, ME
4/22	Denver, CO
4/24	Annapolis, MD
5/5	Newport Beach, CA
5/6	Ventura, CA
5/13	Halifax, Nova Scotia, Canada
5/17	Chicago, IL
6/11	Omaha, NE
6/17	Miami, FL

People-Power and Profits How to Hire and Manage for Success

2/11	Columbia, SC
3/27	Fort Worth, TX
4/9	Columbus, OH
5/13	Seattle, WA
5/18	Chicago, IL

Tools for Training

3/4	Boston, MA
4/7	Newark, NJ
4/8	Atlanta, GA
5/7	Ogden, UT
5/17	Chicago, IL
6/24	Wilmington, DE
6/25	Annapolis, MD

FOOD PRODUCTION COURSES

Perfecting Your Culinary Skills

1/28	Kansas City, MO
2/4	Tampa, FL
2/24	Cincinnati, OH
4/8	Richmond, VA
5/12	San Francisco, CA
5/14	Ventura, CA
5/29	Hyde Park, NY
6/10	Washington, DC

Simplified Baking Workshop

2/27	Portland, ME
3/11	Baltimore, MD
4/29	Atlanta, GA
5/6	Appleton, WI

Soups and Sauces

1/20	Van Nuys, CA
3/3	Boston, MA
3/4	Philadelphia, PA
4/7	Minneapolis, MN
4/8	Indianapolis, IN
4/21	Denver, CO

NATIONAL CONFERENCES

INFO 86: Independent Foodservice Operators' National Conference
2/16-19/86 - Orlando, FL

National Conference on Computers in Foodservice
3/16-19/86 - Washington, DC

SEMINARS BY STATE

ARIZONA

3/24	Menu Development	Tucson
6/9	Applications for Computers in Foodservice: Integrating the System	Phoenix

CALIFORNIA

1/20	Soups and Sauces	Van Nuys
1/21-22	Real Estate and Restaurant Site Selection	Monterey
2/6-7	Negotiating for, and Financing, Foodservice Facilities	San Francisco
2/25-26	Beverage Management	Newport Beach
3/5	Foodservice Operators' Legal Workshop	San Francisco
3/24-25	Restaurant Design and Facilities Planning	San Diego
5/5	Kitchen Management	Newport Beach
5/6	Kitchen Management	Ventura
5/12	Perfecting Your Culinary Skills	San Francisco
5/14	Perfecting Your Culinary Skills	Ventura
6/2	Business Dynamics for Women in Foodservice	San Francisco
6/4	Business Dynamics for Women in Foodservice	Anaheim
6/11	Creative Buffets	San Francisco

COLORADO

2/26	Banquet Management	Denver
3/21	Foodservice Operators' Legal Workshop	Denver
4/21	Soups and Sauces	Denver
4/21	Business Dynamics for Women in Foodservice	Denver
4/21-22	Planning and Implementing Restaurant Marketing Strategy	Denver
4/22	Basic Supervision in Foodservice	Denver
4/22	Kitchen Management	Denver
6/9	Creative Buffets	Denver
6/19	Employee Motivation	Denver

CONNECTICUT

6/26	Dining Room Management	Stamford

DELAWARE

6/24	Tools for Training	Wilmington

DISTRICT OF COLUMBIA

1/21	Dining Room Management	Springfield, VA
2/4	Kitchen Management	Springfield, VA
2/6	Business Dynamics for Women in Foodservice	Washington, DC
3/2	Foodservice Operators' Legal Workshop	Washington, DC
3/16-19	National Conference on Computers in Foodservice	Washington, DC
3/24-25	Off-Premises Catering	Vienna, VA
4/9	Wine and the Bottom Line	Washington, DC
5/8	Employee Motivation	Bethesda, MD
5/27	Dining Room Management	Rockville, MD
6/10	Perfecting Your Culinary Skills	Washington, DC

FLORIDA

1/20	Food Cost Management	Jacksonville
1/27	Dining Room Management	Orlando
2/4	Perfecting Your Culinary Skills	Tampa
2/16-19	INFO 86: Independent Foodservice Operators' National Conference	Orlando
4/30-5/1	Planning and Implementing Restaurant Marketing Strategy	Miami
6/16	Dining Room Management	Miami
6/16	Foodservice Operators' Legal Workshop	Miami
6/16-17	Operational Analysis	Miami
6/17	Kitchen Management	Miami
6/17	Menu Development	Miami

GEORGIA

1/22	Food Cost Management	Atlanta
4/8	Tools for Training	Atlanta
4/29	Simplified Baking Workshop	Atlanta

ILLINOIS

2/10-11	Real Estate and Restaurant Site Selection	Chicago
4/15	Wine and the Bottom Line	Chicago

The following seminars will be held at the NRA Show in Chicago, May 17-18:

5/17	Basic Supervision in Foodservice	Chicago
5/17	Introduction to Computers in Foodservice	Chicago
5/17	Kitchen Management	Chicago
5/17	Menu Development	Chicago
5/17	Tools for Training	Chicago
5/17-18	Beverage Management	Chicago
5/17-18	Negotiating for, and Financing, Foodservice Facilities	Chicago
5/17-18	Off-Premises Catering	Chicago
5/17-18	Planning and Implementing Restaurant Marketing Strategy	Chicago
5/17-18	Restaurant Design and Facilities Planning	Chicago
5/18	Applications for Computers in Foodservice: Integrating the System	Chicago
5/18	Dining Room Management	Chicago
5/18	Foodservice Operators' Legal Workshop	Chicago
5/18	People, Power and Profits: How to Hire and Manage for Success	Chicago
5/18	Business Dynamics for Women in Foodservice	Chicago

INDIANA

2/27	Kitchen Management	Indianapolis
4/8	Soups and Souces	Indianapolis

KENTUCKY

2/3	Banquet Management	Lexington
4/7-8	Real Estate and Restaurant Site Selection	Louisville
6/11	Dining Room Management	Owensboro

LOUISIANA

3/10	Basic Supervision in Foodservice	Shreveport

MAINE

2/27	Simplified Baking Workshop	Portland
4/7	Kitchen Management	Portland

MARYLAND

2/26	Menu Development	Baltimore
3/11	Simplified Baking Workshop	Baltimore
4/24	Kitchen Management	Annapolis
5/8	Employee Motivation	Bethesda
5/27	Dining Room Management	Rockville
6/25	Tools for Training	Annapolis

MASSACHUSETTS

2/4	Foodservice Operators' Legal Workshop	Boston
3/3	Dining Room Management	Boston
3/3	Soups and Sauces	Boston
3/3-4	Beverage Management	Boston
3/4	Creative Buffets	Boston
3/4	Tools for Training	Boston
3/5	Dining Room Management	Springfield
4/14	Banquet Management	Boston
5/6	Employee Motivation	Cape Cod
6/3	Food Cost Management	Boston

MICHIGAN

3/10	Dining Room Management	Grand Rapids
5/5	Wine and the Bottom Line	Detroit
6/16-17	Real Estate and Restaurant Site Selection	Birmingham

MINNESOTA

2/25	Food Cost Management	Minneapolis
3/25-26	Operational Analysis	Minneapolis
4/7	Soups and Sauces	Minneapolis
4/28-29	Restaurant Design and Facilities Planning	St. Paul

MISSOURI

1/28	Perfecting Your Culinary Skills	Kansas City
3/11	Dining Room Management	Kansas City

NEBRASKA

6/11	Kitchen Management	Omaha

NEW HAMPSHIRE

6/24	Dining Room Management	Portsmouth

NEW JERSEY

2/6	Kitchen Management	Atlantic City
3/10	Introduction to Computers in Foodservice	Newark
4/7	Tools for Training	Newark
4/28	Applications for Computers in Foodservice: Integrating the System	Newark
6/9-10	Restaurant Design and Facilities Planning	Atlantic City

NEW YORK

3/27	Creative Buffets	Rochester
4/14	Dining Room Management	Buffalo
4/15	Dining Room Management	Syracuse
4/22	Menu Development	Albany
5/29	Perfecting Your Culinary Skills	Hyde Park

NORTH CAROLINA

2/17	Introduction to Computers in Foodservice	Raleigh
4/21-22	Operational Analysis	Charlotte

OHIO

1/28	Kitchen Management	Cincinnati
2/24	Perfecting Your Culinary Skills	Cincinnati
2/27	Food Cost Management	Cleveland
4/9	People, Power and Profits: How to Hire and Manage for Success	Columbus
6/9	Wine and the Bottom Line	Cincinnati

OKLAHOMA

6/10-11	Beverage Management	Oklahoma City

OREGON

3/10	Creative Buffets	Portland
3/26-27	Planning and Implementing Restaurant Marketing Strategy	Portland
4/3	Banquet Management	Portland
4/22	Food Cost Management	Portland
6/11	Applications for Computers in Foodservice: Integrating the System	Portland

PENNSYLVANIA

2/25-26	Planning and Implementing Restaurant Marketing Strategy	King of Prussia
3/4	Soups and Sauces	Philadelphia
6/10	Foodservice Operators' Legal Workshop	Philadelphia

RHODE ISLAND

3/3	Introduction to Computers in Foodservice	Providence

SOUTH CAROLINA

2/11	People-Power and Profits: How to Hire and Manage for Success	Columbia

TENNESSEE

3/6	Employee Motivation	Gatlinburg

TEXAS

1/21	Kitchen Management	Fort Worth
1/22-23	Planning and Implementing Restaurant Marketing Strategy	Houston
2/3	Dining Room Management	San Antonio
2/4	Dining Room Management	Austin
3/26-27	Negotiating for, and Financing, Foodservice Facilities	Fort Worth
3/27	People-Power and Profits: How to Hire and Manage for Success	Fort Worth
4/14-15	Off-Premises Catering	Austin

UTAH

3/21	Food Cost Management	Salt Lake City
5/7	Tools for Training	Ogden

VERMONT

2/25	Basic Supervision in Foodservice	Burlington

VIRGINIA

1/21	Dining Room Management	Springfield
2/4	Kitchen Management	Springfield
3/4	Employee Motivation	Williamsburg
3/5	Food Cost Management	Williamsburg
3/24-25	Off-Premises Catering	Vienna
4/8	Perfecting Your Culinary Skills	Richmond
5/6	Basic Supervision in Foodservice	Richmond

WASHINGTON

3/11	Creative Buffets	Seattle
4/5	Banquet Management	Seattle
5/13	People-Power and Profits: How to Hire and Manage for Success	Seattle
6/17	Employee Motivation	Seattle

WEST VIRGINIA

5/29	Dining Room Management	Charleston
6/24	Basic Supervision in Foodservice	Charleston

WISCONSIN

2/25-26	Operational Analysis	Madison
5/6	Simplified Baking Workshop	Appleton
6/24	Banquet Management	Milwaukee

CANADA

2/10-11	Off-Premises Catering	Toronto, Ontario
3/11	Kitchen Management	Calgary, Alberta
5/13	Kitchen Management	Halifax, Nova Scotia
6/4	Menu Development	Toronto, Ontario

SEMINARS BY DATE

JANUARY

1/20	Soups and Sauces	Van Nuys, CA
1/20	Food Cost Management	Jacksonville, FL
1/21	Kitchen Management	Fort Worth, TX
1/21	Dining Room Management	Springfield, VA
1/21-22	Real Estate and Restaurant Site Selection	Monterey, CA
1/22-23	Planning and Implementing Restaurant Marketing Strategy	Houston, TX
1/22	Food Cost Management	Atlanta, GA
1/27	Dining Room Management	Orlando, FL
1/28	Perfecting Your Culinary Skills	Kansas City, MO
1/28	Kitchen Management	Cincinnati, OH

FEBRUARY

2/3	Banquet Management	Lexington, KY
2/3	Dining Room Management	San Antonio, TX
2/4	Foodservice Operators' Legal Workshop	Boston, MA
2/4	Perfecting Your Culinary Skills	Tampa, FL
2/4	Kitchen Management	Springfield, VA
2/4	Dining Room Management	Austin, TX
2/6-7	Negotiating for, and Financing, Foodservice Facilities	San Francisco, CA
2/6	Business Dynamics for Women in Foodservice	Washington, DC
2/6	Kitchen Management	Atlantic City, NJ
2/10-11	Real Estate and Restaurant Site Selection	Chicago, IL
2/10-11	Off-Premises Catering	Toronto, Ontario, Canada
2/11	People-Power and Profits How to Hire and Manage for Success	Columbia, SC
2/16-19	INFO 86: Independent Foodservice Operators' National Conference	Orlando, FL
2/17	Introduction to Computers in Foodservice	Raleigh, NC
2/24	Perfecting Your Culinary Skills	Cincinnati, OH
2/25	Food Cost Management	Minneapolis, MN
2/25	Basic Supervision in Foodservice	Burlington, VT
2/25-26	Operational Analysis	Madison, WI
2/25-26	Beverage Management	Newport Beach, CA
2/25-26	Planning and Implementing Restaurant Marketing Strategy	King of Prussia, PA
2/26	Menu Development	Baltimore, MD
2/26	Banquet Management	Denver, CO
2/27	Simplified Baking Workshop	Portland, ME
2/27	Kitchen Management	Indianapolis, IN
2/27	Food Cost Management	Cleveland, OH

MARCH

3/2	Foodservice Operators' Legal Workshop	Washington, DC
3/3	Soups and Sauces	Boston, MA
3/3-4	Beverage Management	Boston, MA
3/3	Introduction to Computers in Foodservice	Providence, RI
3/3	Dining Room Management	Boston, MA
3/4	Soups and Sauces	Philadelphia, PA
3/4	Tools For Training	Boston, MA
3/4	Creative Buffets	Boston, MA
3/4	Employee Motivation	Williamsburg, VA
3/5	Food Cost Management	Williamsburg, VA
3/5	Dining Room Management	Springfield, MA
3/5	Foodservice Operators' Legal Workshop	San Francisco, CA
3/6	Employee Motivation	Gatlinburg, TN
3/10	Introduction to Computers in Foodservice	Newark, NJ
3/10	Creative Buffets	Portland, OR
3/10	Dining Room Management	Grand Rapids, MI
3/10	Basic Supervision in Foodservice	Shreveport, LA
3/11	Simplified Baking Workshop	Baltimore, MD
3/11	Creative Buffets	Seattle, WA
3/11	Kitchen Management	Calgary, Alberta, Canada
3/11	Dining Room Management	Kansas City, MO
3/16-19	National Conference on Computers In Foodservice	Washington, DC
3/21	Food Cost Management	Salt Lake City, UT
3/21	Foodservice Operators' Legal Workshop	Denver, CO
3/24	Menu Development	Tucson, AZ
3/24-25	Restaurant Design and Facilities Planning	San Diego, CA
3/24-25	Off-Premises Catering	Vienna, VA
3/25-26	Operational Analysis	Minneapolis, MN
3/26-27	Planning and Implementing Restaurant Marketing Strategy	Portland, OR
3/26-27	Negotiating for, and Financing, Foodservice Facilities	Fort Worth, TX
3/27	People-Power and Profits: How to Hire and Manage for Success	Fort Worth, TX
3/27	Creative Buffets	Rochester, NY

APRIL

4/3	Banquet Management	Portland, OR
4/5	Banquet Management	Seattle, WA
4/7	Soups and Sauces	Minneapolis, MN
4/7	Tools for Training	Newark, NJ
4/7-8	Real Estate and Restaurant Site Selection	Louisville, KY
4/7	Kitchen Management	Portland, ME
4/8	Soups and Sauces	Indianapolis, IN
4/8	Tools for Training	Atlanta, GA
4/8	Perfecting Your Culinary Skills	Richmond, VA
4/9	Wine and the Bottom Line	Washington, DC
4/9	People-Power and Profits: How to Hire and Manage for Success	Columbus, OH
4/14-15	Off-Premises Catering	Austin, TX
4/14	Banquet Management	Boston, MA
4/14	Dining Room Management	Buffalo, NY
4/15	Wine and the Bottom Line	Chicago, IL
4/15	Dining Room Management	Syracuse, NY
4/21	Soups and Sauces	Denver, CO
4/21	Business Dynamics for Women in Foodservice	Denver, CO
4/21-22	Planning and Implementing Restaurant Marketing Strategy	Denver, CO
4/21-22	Operational Analysis	Charlotte, NC
4/22	Basic Supervision in Foodservice	Denver, CO
4/22	Menu Development	Albany, NY
422	Kitchen Management	Denver, CO
4/22	Food Cost Management	Portland, OR
4/24	Kitchen Management	Annapolis, MD
4/28	Applications for Computers in Foodservice: Integrating the System	Newark, NJ
4/28-29	Restaurant Design and Facilities Planning	St. Paul, MN
4/29	Simplified Baking Workshop	Atlanta, GA
4/30-5/1	Planning and Implementing Restaurant Marketing Strategy	Miami, FL

MAY

5/5	Wine and the Bottom Line	Detroit, MI
5/5	Kitchen Management	Newport Beach, CA
5/6	Basic Supervision in Foodservice	Richmond, VA
5/6	Employee Motivation	Cape Cod, MA
5/6	Simplified Baking Workshop	Appleton, WI
5/6	Kitchen Management	Ventura, CA
5/7	Tools for Training	Ogden, UT
5/8	Employee Motivation	Bethesda, MD
5/12	Perfecting Your Culinary Skills	San Francisco, CA
5/13	People-Power and Profits: How to Hire and Manage for Success	Seattle, WA
5/13	Kitchen Management	Halifax, Nova Scotia,Canada
5/14	Perfecting Your Culinary Skills	Ventura, CA
5/17	Basic Supervision in Foodservice	Chicago, IL
5/17	Kitchen Management	Chicago, IL
5/17	Tools for Training	Chicago, IL
5/17	Introduction to Computers in Foodservice	Chicago, IL
5/17	Menu Development	Chicago, IL
5/17-18	Beverage Management	Chicago, IL
5/17-18	Planning and Implementing Restaurant Marketing Strategy	Chicago, IL
5/17-18	Restaurant Design and Facilities Planning	Chicago, IL
5/17-18	Negotiating for, and Financing, Foodservice Facilities	Chicago, IL
5/17-18	Off-Premises Catering	Chicago, IL
5/18	Dining Room Management	Chicago, IL
5/18	Business Dynamics for Women in Foodservice	Chicago, IL
5/18	Applications for Computers in Foodservice: Integrating the System	Chicago, IL
5/18	People-Power and Profits: How to Hire and Manage for Success	Chicago, IL
5/18	Foodservice Operators' Legal Workshop	Chicago, IL
5/27	Dining Room Management	Rockville, MD
5/29	Dining Room Management	Charleston, WV
5/29	Perfecting Your Culinary Skills	Hyde Park, NY

JUNE

6/2	Business Dynamics for Women in Foodservice	San Francisco, CA
6/3	Food Cost Management	Boston, MA
6/4	Menu Development	Toronto, Ontario, Canada
6/4	Business Dynamics for Women in Foodservice	Anaheim, CA
6/9	Applications for Computers in Foodservice: Integrating the System	Phoenix, AZ
6/9-10	Restaurant Design and Facilities Planning	Atlantic City, NJ
6/9	Wine and the Bottom Line	Cincinnati, OH
6/9	Creative Buffets	Denver, CO
6/10	Foodservice Operators' Legal Workshop	Philadelphia, PA
6/10	Perfecting Your Culinary Skills	Washington, DC
6/10-11	Beverage Management	Oklahoma City, OK
6/11	Applications for Computers in Foodservice: Integrating the System	Portland, OR
6/11	Kitchen Management	Omaha, NE
6/11	Creative Buffets	San Francisco, CA
6/11	Dining Room Management	Owensboro, KY
6/16	Dining Room Management	Miami, FL

(Continued on back cover)

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Seminar _____

Date and location _____

Name _____

Title _____

Name _____

Title _____

Seminar _____

Date and location _____

Name _____

Title _____

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Mailing Address _____

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Basic Foodservice Courses

	Member*	Non-member
(No discount applies)	$115	$145

Food Production Courses

Number of people attending from your organization	Member*	Non-member
One person	$145	$185
Two or more	$130 each	$170 each

Foodservice Management Courses

One-day seminars	Member*	Non-member
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Two-day seminars		
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*NRA or co-sponsoring state association

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Mail this form to or call NRA 800/424-5156 (toll free) or 202/638-6100

National Restaurant Association, 311 First St. N.W., Washington, DC 20001

(Continued from previous page)

6/16	Foodservice Operators' Legal Workshop	Miami, FL
6/16-17	Operational Analysis	Miami, FL
6/16-17	Real Estate and Restaurant Site Selection	Birmingham, MI
6/17	Menu Development	Miami, FL
6/17	Kitchen Management	Miami, FL
6/17	Employee Motivation	Seattle, WA
6/19	Employee Motivation	Denver, CO
6/24	Tools for Training	Wilmington, DE
6/24	Basic Supervision in Foodservice	Charleston, WV
6/24	Banquet Management	Milwaukee, WI
6/24	Dining Room Management	Portsmouth, NH
6/25	Tools for Training	Annapolis, MD
6/26	Dining Room Management	Stamford, CT

Seminar Information

Continuing education credit—The International Food Service Executives Association (IFSEA), the Dietary Managers Association (DMA), and the American Culinary Federation (ACF) have approved NRA's courses for continuing education credit.

Tax deductible—Your attendance at this NRA seminar is tax deductible, according to Treasury Regulation 1.162-5.

Discount for multiple attendance—When two or more attendees register from the same company for selected programs, each will receive a discount off the regular registration fee. Special discounts available for larger groups.

Guarantee—If you are not satisfied that the knowledge gained at the seminar is useful and will help you to do a better job, we will give you a full refund of your entire seminar fee. If you should feel the need to request such a refund, please write within 10 days of your course attendance to Larry Fidel, Education Programs, National Restaurant Association, 311 First St., N.W., Washington, DC 20001.

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If you are a small to mid-sized, multiunit operator of restaurants, hotels or fast food outlets, NRA's in-house seminar presentations are ideal for you. "Seminars to Go" is an economical and practical way to motivate your staff by showing you are concerned about their professional growth, not to mention the direct benefits your organization will derive from maintaining a well-trained staff. Certainly one, or perhaps several of NRA's highly respected seminars will meet your training needs. For more information on "Seminars to Go" or on NRA presentations at your conferences and conventions, write or call Deborah Apoldo in the Education Programs Department at 800/424-5156 or 202/638-6100.

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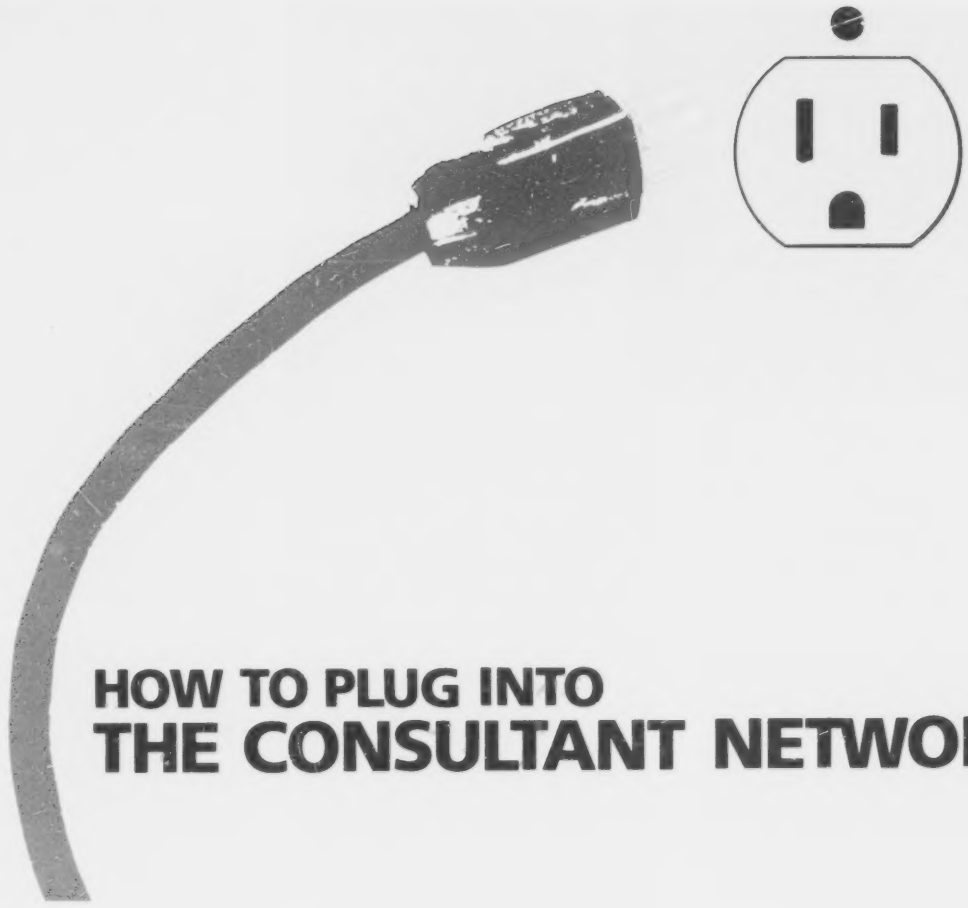
VIDEO TRAINING
NATIONAL RESTAURANT ASSOCIATION



HOW TO PLUG INTO THE CONSULTANT NETWORK

Hiring a consultant—someone "who gives expert or professional advice"—is not as perplexing as is often imagined. First, it is important to realize that the talents of different experts are not equal. Some consultants are experts at selling while others are experts who can sell. The former, while well-versed superficially on many related issues, are primarily skilled in persuading or selling a product or service—not in actual problem solving. Experts who can sell, on the other hand, are problem-oriented. They excel in recognizing unsatisfactory situations, visualizing creative ways to correct them and implementing necessary changes. They also have the additional ability to market their ideas.

Maurice P. Minno is a principal and Bonnie R. Friedberg is a senior associate of MDR Associates in Fairfax, VA, a professional hospitality consulting firm, specializing in restaurant operations, restaurant development, menu development and kitchen design.

What can foodservice consultants do? . . .

Consultants are often thought of as people who "fix things" when they go wrong. This vague concept is part of the reason many people are confused when hiring outside assistance. While some consultants are quite specialized in a particular area of foodservice, others are broader based and can offer a wide range of services. Foodservice consultants can provide help in all areas of planning, development and implementation of restaurant services (see sidebar).

A great deal of uncertainty can accompany the decision to purchase the professional services of a foodservice consultant. Yet the process of choosing and supervising a consultant can be handled with relative ease and assurance.

Because it is true that time is money, a job done with expedience may also be a job done at a lower cost. To help narrow the search for an expert with appropriate and specific knowledge in the desired area, a restaurant operator should define in general terms the problem or problems that need to be solved. This will save much time and frustration.

When should a foodservice consultant be hired? . . .

A consultant should be hired if there is need for expert know-how or there is a great deal of uncertainty about how to proceed with a project.

Outside advice is most commonly sought when there has been an un-

solved problem of long standing or when an operator feels a situation requires specialized knowledge beyond his scope.

Consultants also are well-used when hired to fine-tune a generally profitable idea or to confirm concepts about which the operator has some doubts. The adviser becomes a back-up for the restaurateur.

Consultants come in handy when an unbiased eye or fresh insight is needed to solve an old problem. The creation of a whole new food and beverage concept, or the overhaul of an existing one, can often best be accomplished by someone whose vision is not clouded by overexposure to the situation. A consultant's constant contact with the outside world can be used to great advantage. For example, there is a natural tendency in the foodservice industry to take note of current trends. A consultant can modify and individualize popular concepts to make them appear fresh and innovative.

When major expansion or diversification is planned, the services of a consultant may be needed. Management and food production techniques that work well in a small establishment may not translate successfully into a larger operation. The outside expert, who has been exposed to operations of varying sizes, will have valuable insight into what works on a grander scale.

The hiring of a consultant at times of significant change can literally save the life of a restaurant. While it is always wiser to seek assistance before a bad situation accelerates, consultants are sometimes hired to bale out an establishment that is fighting for its survival. Many a restaurant has been brought back to life by the investment in expert advice.

When should a consultant not be hired? . . .

When there is no sincere desire to correct a problem or change a situation, it is best not to hire a consultant. It is a misuse of time as well as cost to employ a consultant if no real work is required. It is also irresponsible to use a consultant as a scapegoat for distasteful changes or as a means to threaten the jobs of in-house personnel. Hiring outside advice in an effort to promote the convictions of only one person involved in a change is also inappropriate and can sabotage an entire project.

How can a consultant be located? . . .

Seeking information about consultants from several sources will widen the choices considerably. Word of mouth referrals from other foodservice operators are often a reliable source of information. Trade publications, brochures received by mail and recommendations provided by foodservice associations will suggest other possibilities.

How can a prospective consultant be evaluated? . . .

The two most common ways to evaluate a consultant's credentials are the personal interview and the proposal. Because successful consulting is based on open communication and

Fees for services

The first time user of consulting services is sometimes surprised when the consultant's bill arrives. A look at the general billing practices of professional foodservice consultants can help eliminate those surprises.

$ Before hiring a consultant

Before hiring a consultant, spend time determining specifically what you want the consultant to do. Deciding what the consultant's scope of work, specific objectives and end products or deliverables will be is an essential first step in any project.

$ The preliminary meeting

Normally, a consultant will not charge for the preliminary meeting, which is useful to decipher your needs. The preliminary meeting also should determine the consultant's scope of work, time schedule, necessary project meetings, required reports or other deliverables as well as the specific members of the firm who will be included in the project.

$ The consultant's proposal

The consultant's proposal becomes a contract between you and the consultant. It should contain:

- Specific scope of the project with detailed, deliverable items.
- A not-to-exceed fee or fee estimate based on the work to be performed. Consultants will bill for the time involved in completing the proposed work given the members of the firm involved, their hourly billing rate and the estimated time to complete a project. This fee normally will include an assumed number of meetings with you, the client.
- Reimbursable expenses or other anticipated expenses are normally billed in addition to the fee and should be identified in the proposal. The consultant should be required to either estimate anticipated reimbursable expenses for an engagement or establish a dollar cap on certain expenses. Expenses over the cap amount must then be cleared with you before they are incurred.

$ Other billing considerations

The retainer. Many consultants will require a retainer at the start of the engagement to offset initial project expenses. Retainers normally are applied either during the term of the engagement or to the final project invoice.

Project "extras." Be certain that the consultant's proposed scope of work includes all the work you want done. Otherwise, an invoice for "extra services," which are not included in the consultant's scope of work, can be a shocking surprise. Also, significant differences in several consultants' proposed fees for a project may suggest an assumed difference in the scope of work proposed rather than significant differences in the quality of the firms.

Payment terms. Consultants' invoices are generally issued monthly and are due upon receipt. The fees billed are usually for the time and reimbursable expenses incurred during the established billing period.

$ Be wary of contingency fees

Be suspect of foodservice consultants who propose work on a contingency fee basis. Contingency fee payments, or fees to be earned as a percentage of realized savings or increased business are not viewed as a professional practice in the industry. Contingency fee arrangements are generally perceived to compromise the consultant's objectivity and independence.

mutual trust between client and consultant, an interview is an important first step to determine if the consultant has appropriate experience and if the consultant's personality and philosophy mesh well with your own.

Some common questions to raise in the interview concern the consultant's

- knowledge in the areas desired
- range of experiences with similar operations
- approach—does he/she appear to be unbiased, practical and realistic?
- originality and creativity of thought
- ability to communicate easily and understandably
- compatibility with in-house personnel with whom he/she will work
- enthusiasm and
- ability to complete the project within the anticipated time frame.

It is most important that you feel comfortable with the consultant you hire. Very few consulting jobs proceed smoothly unless a team atmosphere prevails.

The next step in evaluating a prospective consultant is to assess his/her written presentation—the proposal. This statement of work to be done and the methods by which it will be accomplished says a great deal about the consultant. A comprehensive proposal is a good indication of the consultant's commitment level and his/her understanding of your project. A thorough proposal will specify

- Project objectives
- Scope of services
- Qualifications and references
- Project management and staffing (including resumes of those who will actually perform the work)
- Fees
- Reimbursable expenses
- Chargeable additions
- Invoicing and
- Conditions for termination of services.

It is always wise to check references. This may help you evaluate the prospective consultant's ability to provide quality results and his/her value. Often consultant fees are based on experience. A bargain price may mean getting someone with less than adequate knowledge to execute the job successfully.

What are the client's responsibilities? . . .

The decision to hire a consultant does not relieve you of responsibilities. Quite the contrary: You cannot abdicate decision-making authority because you have more insight into the internal and political workings of your establishment than will the consultant. By virtue of this inside knowledge, you must remain an active member of the project team, working in close partnership with the hired expert.

Moreover, the outcome of the project continues to be your responsibility. It is up to you to manage the consultant and the work as it progresses. A well-written proposal will cover all key points pertaining to the specifics of the project. It can serve as a contract that can be used to direct the work to be performed. Should it become necessary to further define the project, the proposal can be amended to retain its contractual effect. Written progress reports and regularly scheduled meetings with the consultant to review the work will also help you maintain control.

It is up to you to make sure your staff is comfortable with the project. By involving your staff in the project, you can allay fears and resentment that so often result when an outsider is hired. In-house understanding of the changes to be made creates an atmosphere of goodwill and readies the staff to carry on the consultant's innovations after he/she departs. The responsible restaurateur will ensure the equality of all team members by not allowing the project to become the personal success of any one individual.

Finally, part of your responsibility is to listen to what the consultant has to offer. Advice given in good faith deserves careful consideration. Of course, you are not obligated to follow all suggestions and solutions presented, but you owe it to yourself and to the consultant to consider them seriously.

In sum . . .

The farsighted restaurateur can take advantage of a foodservice consultant's many talents by screening prospective consultants conscientiously and managing the individual hired. A thoughtfully selected and carefully directed foodservice consultant can provide a great deal more than just expert professional advice. The consultant can be an analyst, a source of information, a long-range planner, an unbiased observer, an educator, a link to the outside world, a sounding board, a psychologist and a diplomat. ❑

Services provided by foodservice consultants

Developmental services
Concept planning
Market and feasibility studies
Pro forma income statements
Financial structuring
Site analysis
Patron profiles
Theme development
Franchise planning

Facilities design
Programming/budgeting
Prototype development
Equipment specifications
Construction coordination
Food delivery systems

Menu development and presentation
Menu conception, costing, pricing and layout
Recipe development and testing
Plating, portioning, and garnishing standards
Food merchandising
Wine and liquor list
Tabletop design

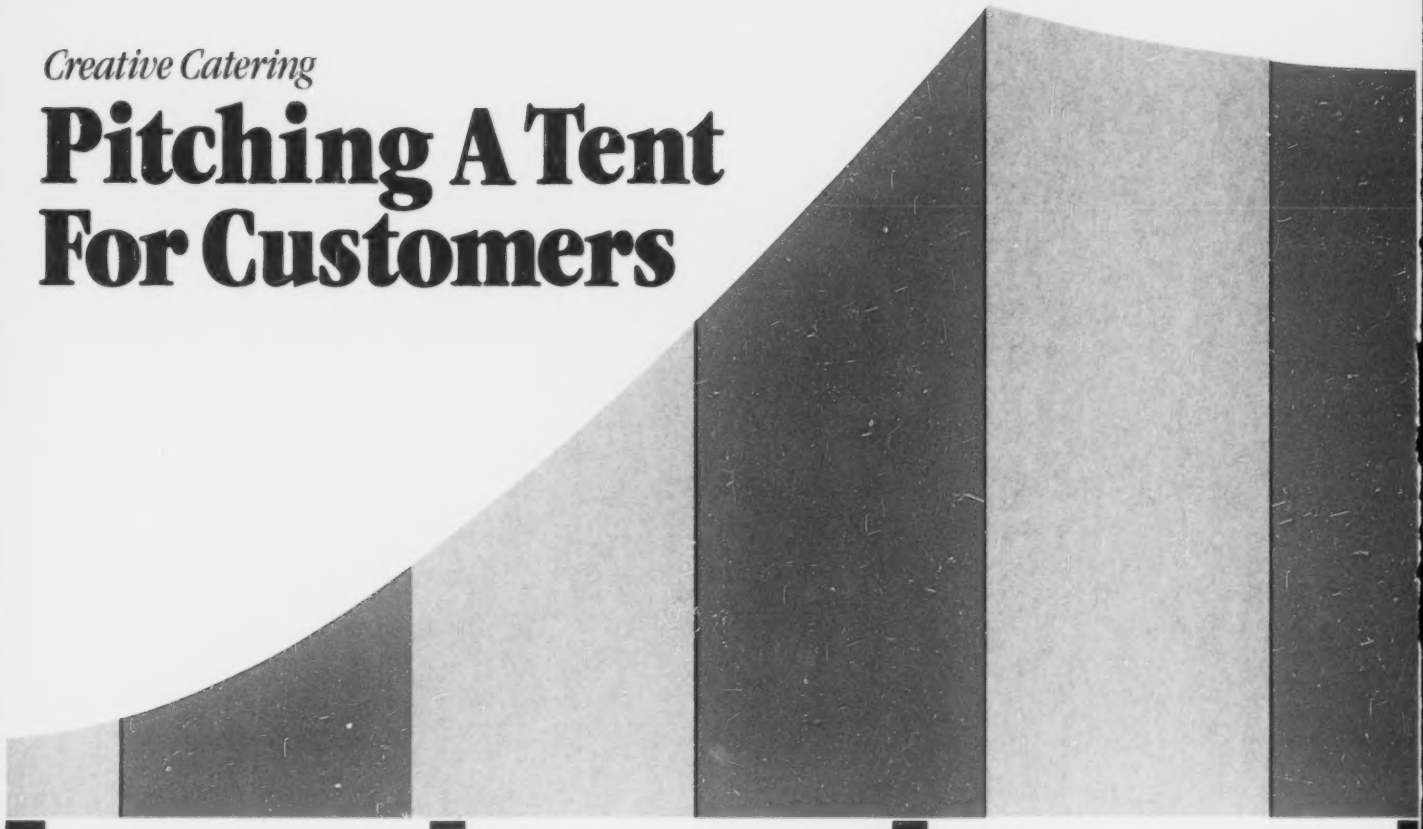
Staffing and training
Staffing requirements
Personnel training
Training manuals
Job descriptions
Operation manuals

Operations analysis
Procurement systems
Food purchasing specifications
Receiving procedures
Storage and issuing procedures
Food production procedures
Service standards and procedures

Other support services
Point-of-sale/technical system selection
Management information system(s)
Management recruitment executive search
Market planning
Public relations
Advertising
Promotions

Creative Catering

Pitching A Tent For Customers



by Harry Oppenheimer & Jerry O'Connell

The old idea of tenting was to provide some protection from the weather. Today, tents can do a great deal more. They give you the ability to design your own dining room, your own kitchen, maybe your own reception parlor. You can make tents square or rectangular, tall or low, creating a space to your specifications. And you can create a unique environment in a place where perhaps people have never even dreamed of having a party. You can take a parking lot or a grassy mall and create something that was not there yesterday and will not be there tomorrow. If you don't have kitchen facilities, you can put up a tent to house your stoves and working equipment.

There are functions that would not happen if you did not have somewhere to put them. There are small events that you can turn into a larger event by giving them the facility to house twice as many or 10 times as many people as they originally thought they could house. You are going to create your own restaurant in effect, whether it is for 30 people or for 3,000 people. And you do not have any overhead for this place when you are not using it. The only cost is directly related to that particular function. The range for renting tents is from seven cents to two dollars per square foot.

How does this affect your business? It expands your business.

Tent suppliers are resources . . .

Think of your tent supplier as one of your primary resources. He will give you logistical support that is necessary to make the party run smoothly.

For example, he can recommend the right-sized tent for parties of various sizes. One tent can be as large as

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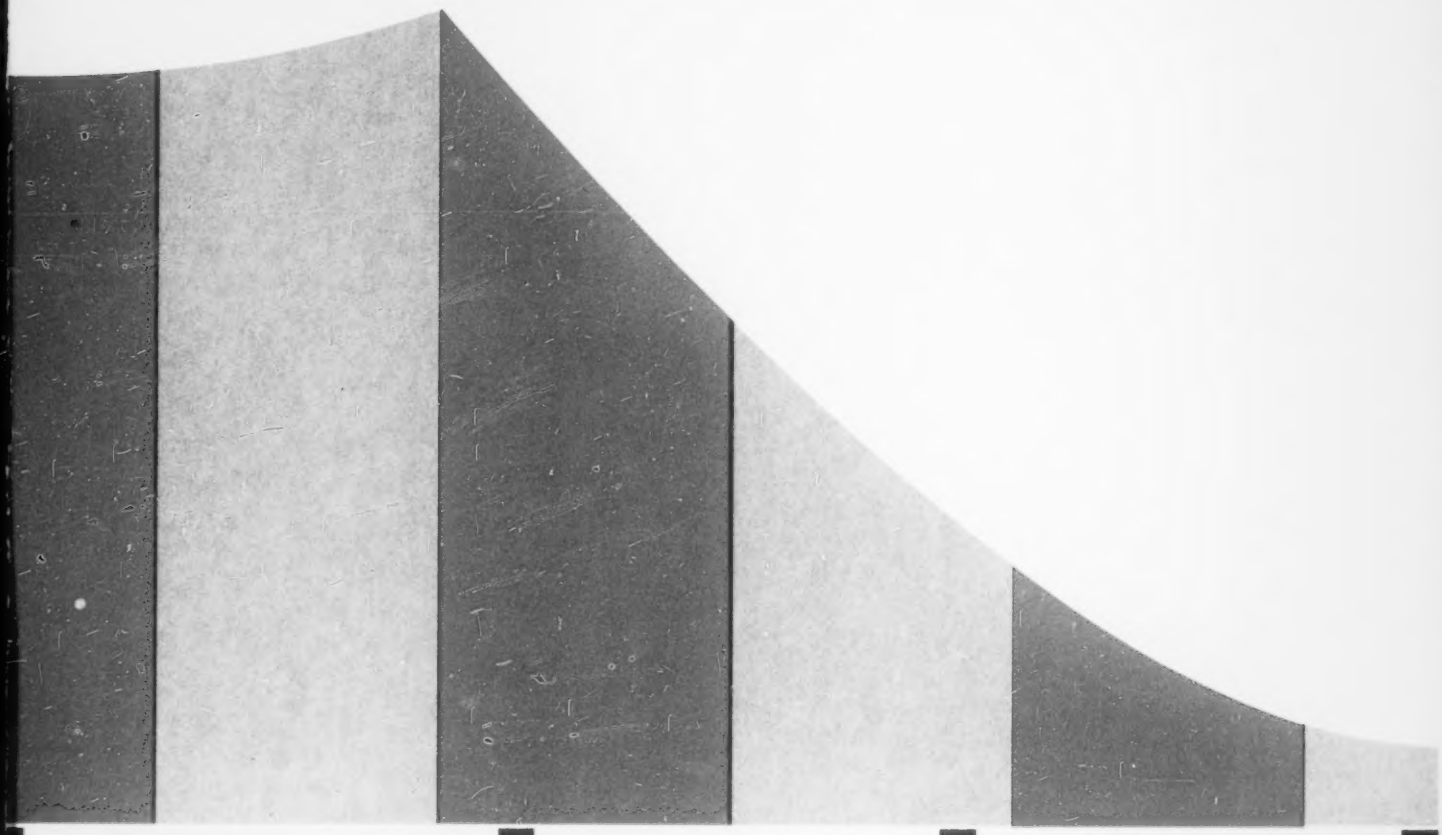
Harry Oppenheimer and Jerry O'Connell are president and vice president, respectively, of HDO Productions with offices in Chicago, IL; San Francisco and Los Angeles, CA; Dallas, TX; New York, NY; and Washington, DC. This article was excerpted from NRA's first National Conference on Catering. The second conference will be held November 10 through 13 in Las Vegas, NV.



38,000 square feet. But multiple tents are also possible. Your tent supplier can give you advice on planning your tables, buffet and dance floor. He should supply all of this information in scale, not just a rough sketch on the back of an envelope.

Consider lighting. Do you need something elaborate or something simple? Your tent supplier can help you find tree lighting or theatrical lighting with a pin spot shining down on each center piece.

Logistics is another area where help is available. Without logistical planning, a party that seems very natural become a great deal of work. If you are doing a party on an island in the middle of New York Harbor, you have to figure out how you are going to get the equipment there. Perhaps the tent supplier can arrange for the barge and the tugboat and plan the delivery schedule so that there is no congestion on the loading dock or on the boats. When the guests leave the party, you want them to say, "Boy, that was a really nice party. It was beautifully done." You want them to think it was easy. Tent suppliers want to do the same thing for you: That is going to increase their business.

Three market areas . . .

There are three market areas for tents in the catering industry.

- **The social market,** where a tent becomes a family room, usually at someone's home, to celebrate a special occasion, such as an engagement party, wedding or anniversary. Hotels also fall into this category. In the case of a double booking that tied up its ballroom, one hotel took advantage of its large unfilled parking lots to cater the second event.
- **The institutional market,** where fundraising events take place at museums, universities and public spaces around the country. For the opening of a new symphony hall, for example, two tents were used. One tent was set up in the front of the building for cocktails, and while the 1,000 guests went into the hall to hear the symphony, a tent was set up at the back of the building to cater dinner. Commencement, homecoming and dedications also fall into the institutional area.
- **The corporate market,** where events such as open houses, product introductions, new hirings and promotional activities, such as golf or tennis tournaments, take place at a business plant or building. Many companies like to bring their customers to their plant so customers can see how the product is produced. The hosts do not want to lose the guests at lunch so they put up a tent to serve meals.

Tents in creative locations . . .

The opportunities for new sites is really only limited by your imagination. Some tents have been set up in the woods, which provided a great deal of privacy and few distractions. There are special clear vinyl tents that allow you to see the trees outside.

Other notable settings include mountainous areas, where the atmosphere is relaxed and the views are incomparable, or ocean-side locations. One event was even held in the middle of the desert for celebrating the landing of the first space shuttle. Kitchen tents were set up on either side of the tent used for feasting. This gave them an opportunity to have a very short carry to the tables and ensured that they served a hot meal.

Finally, remember to stay away from locations that may be hazardous, such as on top of a skyscraper or outdoors during the winter. ❑

MIRROR, MIRROR ON THE WALL

The Towers, Laguna Beach, CA, designed by Edward Carson Beall and Associates, Torrance, CA.

The mirrored ceiling ensures that all diners, even those sitting in the back of the restaurant, can see the sand and surf nine stories below. Beall also installed art deco prism mirrors, which complement the restaurant's decor, to visually expand the narrow space.

Looking for ways to add some sparkle to your restaurant? You may want to consider mirrors. Not just flat reflecting pools, mirrors are creative design elements that can create drama and transform ordinary or problem interiors into beautiful spaces.

First and foremost, mirrors open up walls and create the illusion of added space and light. "One mirrored wall can make a restaurant seem twice as large," says Martha Cathcart, president, Cathcart/Bonda, Washington, DC.

Mirrors can also enhance atmosphere. They can double whatever effect you are trying to produce, from reflecting romantic candlelight to emphasizing bright neon accents.

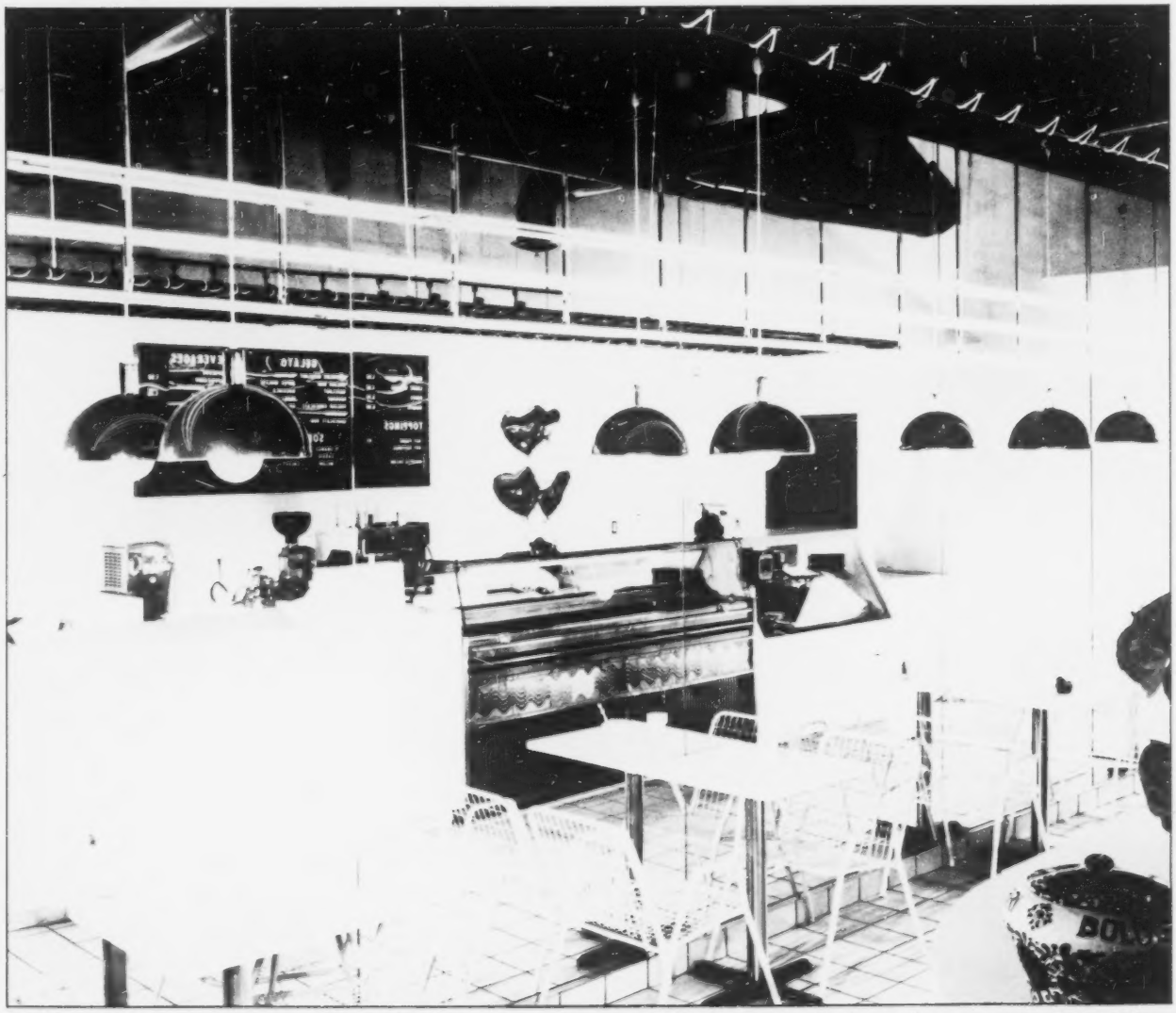
"Creative uses of mirrors can add a feeling of glamour or glitter," says Milo Hoots, Jr., president, Milo Hoots Associates, Washington, DC.

Don't think of mirrors as just wall treatments. "There are many more creative ways to use mirrors than just as glass plate walls," emphasizes Hoots. Suggestions include covering obtrusive columns with mirrors to make them "disappear" or using pieces of mirrors to reflect lighting accents.

Designers agree that mirrors offer a myriad of creative possibilities, but they are not for everyone. Here are some things to consider before installation:

- Will mirrors complement your restaurant's ambiance and color scheme?
- What will the mirrors reflect? Will mirrors emphasize unslightly kitchen doors or any other eyesores?
- Are you prepared for the constant and consistent maintenance mirrors require? Smudge marks or streaks will detract from their effect.
- Are there ways you can compensate for the non-sound-absorbing qualities of mirrors? Consider installing such sound-absorbing material as carpets, draperies.

The two restaurants depicted here won honorable mentions in the National Association of Mirror Manufacturers' annual "Design with Mirrors" competition. The contest, held in conjunction with the American Society of Interior Designers (ASID), awards prizes for outstanding creative mirror applications in the commercial and residential sectors. *—Cecelia Niepold*



Natural Eats, North Miami Beach, FL, designed by Barbara Cortney, North Miami Beach, FL.

Working with a long, narrow room (15' by 50'), Cortney covered one wall with mirrors to make the seating area appear twice as large and twice as inviting. The mirrored wall also contributes to the high-tech atmosphere by brightly reflecting the neon accents.

EXAMINING YOUR

Water quality is becoming increasingly important in impressing customers and building repeat business. Water affects many daily restaurant operations, from food preparation and beverage service to ware washing and ice cube making.

If water quality is not up to standards, your restaurant can experience a number of operational problems that can hurt business and profits. For example, are you experiencing ice cube machine problems? Does your coffee, tea or water have a bad taste or odor? Or would you like to improve the taste and appearance of your food? If you said yes to any one of these questions, you may need a water conditioning system.

Before considering a water conditioning system, however, you should evaluate your present water supply. Whether your water comes from the municipal supply or a well, get a sample analyzed by a city health official or a reputable water quality professional.

The analysis will help determine what water conditioning equipment you may need. Essentially, there are three areas to examine: raw water hardness, tastes and/or odors and total dissolved solids. Each of these areas contributes to unique problems that can be solved with proper water conditioning equipment.

Raw water hardness . . .

Water conditions vary from one supply to another and within the same supply. Typically, water hardness is expressed in grains per gallon (gpg). If the hardness level is less than 1.0 gpg, your water is soft. If it ranges between 3.6 and 7.0, it is moderately hard. A reading of more than 10.6 gpg means your water is very hard.

A water softener is a basic requirement for most restaurants. It removes dissolved solids, such as calcium, magnesium and iron, that cause scale build-up in various restaurant equipment. The softener replaces these dissolved solids with sodium, a soft mineral that will not scale.

A U.S. Bureau of Standards study estimates that a ⅛-inch scale build-up in your water heater can increase fuel costs by 18 percent. Soft water can help the heater operate more efficiently and last longer.

Soft water can reduce scale build-up in ice cube machines. According to industry estimates, 75 percent of all ice machine service calls are water-related. Most of the breakdowns were caused by hard water scale build-up.

Ware washing equipment also benefits from soft water. In addition to eliminating scale build-up on spray and rinse nozzles and internal parts, soft water produces clean, spot-free dishes, glasses and flatware. Depending on the raw water hardness, soft water can reduce detergent use by up to 40 percent because soap works harder in treated water. Soft water also cuts down on the need for final rinse additives.

Softeners are available in many sizes—from small, portable exchange models to large, automatic units producing hundreds of gallons per minute. The size needed depends on current water hardness and the amount of water to be softened. A knowledgeable representative can specify the right one to best suit your restaurant's needs.

Bad tastes and odors . . .

Most hot and cold beverages are affected by "off tastes" that come from chlorination and high mineral contents in water. Since coffee and tea are 98 percent water, it is imperative to use properly treated water. Basically, higher quality water produces better tasting beverages for your customers.

Generally, prepared foods pick up

Robert McFaul is marketing manager for the Culligan International Company in Northbrook, IL.

WATER SUPPLY

by Robert McFaul

waterborne tastes and odors which influence the overall quality. Properly treated water enhances the taste and appearance of vegetables and soups.

You can combat most taste and odor problems with highly absorptive carbon filters to remove chlorine and other organics. The Culigan Gard series is an example of low-cost filters that remove odors and turbidity down to extremely small particle sizes. Installation is simple and quick, and the filter cartridge can be replaced.

There are also filters that use a specially selected bed of activated carbon to remove tastes, odors, colors, tannins, chlorine and other constituents from the water. Make sure to clean or replace these filters on a regular basis.

High-quality water . . .

In areas with high amounts of total dissolved solids, deionization (DI) or reverse osmosis (RO) systems should be used in conjunction with carbon filters. Based on the analysis report, you can gauge the overall quality of your water.

Deionization is simply the process of removing ions from the water by means of ion exchange. DI units remove all minerals and produce high quality water. RO units are designed to remove over 90 percent of the dissolved solids in water and more than 99 percent of dissolved organic, bacterial and viral materials while providing filtration of extremely small particles.

DI and RO units help restaurateurs produce exceptionally appealing ice because minerals that produce cloudy or mushy-looking ice are removed. In addition, when unappealing ice melts, it leaves a residue in the bottom of the glass that can turn off customers.

In sum . . .

Water is one of your restaurant's most important commodities. Enhancing its quality ensures customer safety and health, saves energy, improves food and beverages and reduces equipment repairs. ❑

Measuring water quality*

Raw water hardness (grains per gallon)	Total dissolved solids (parts per million)	Water description
Less than 1.0	Less than 17.1	Soft
1.0 to 3.5	17.1 to 60	Slightly hard
3.5 to 7.0	60 to 120	Moderately hard
7.0 to 10.5	120 to 180	Hard
10.5 and over	180 and over	Very hard

* *Water quality as defined by the U.S. Department of the Interior.*

TO YOUR HEALTH

How you can help patrons with food sensitivities

Eggs, milk, shellfish, peanuts, food colors, flavors and preservatives: These food substances are innocuous for the majority of the population, but they can create havoc in the lives of those who are hypersensitive to them. The symptoms produced after eating these foods range from mild, such as hives, diarrhea or swelling, to life-threatening, such as anaphylactic shock.

Food sensitivities are grouped into two major categories: allergies and idiosyncratic reactions to food. A true allergy, whether induced by food, plants or animals, involves a disturbance of the body's immune system.

In contrast to the clearly defined mechanism of the allergic reaction, the process involved in the idiosyncratic type of reaction, such as bronchial constriction caused by sulfites in asthmatics, is not fully understood.

Incidence rates . . .

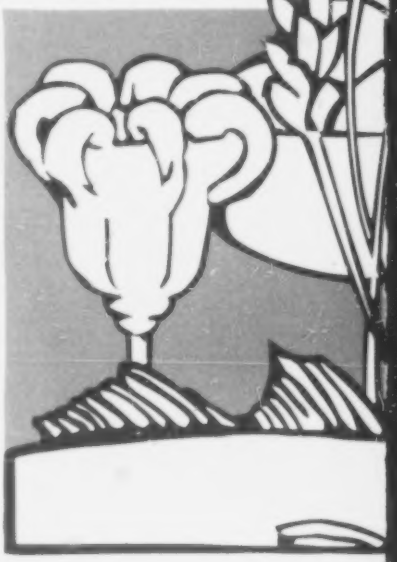
Doctors and scientists have been unable to accurately determine the incidence rate of food intolerances. Rough estimates range from one to 7.5 percent of the population.

A few things are certain, though: Age and genetics influence occurrence. Food sensitivities, particularly allergies, are more common in children than adults. And the likelihood of developing food allergies is greater if one or both parents are allergic to foods. This is not to say children of allergic parents will react to the same foods in the same way as their parents, only that the chance of being allergic to food is enhanced.

Relatively few foods cause sensitivity reactions. Those responsible for true allergic responses are usually protein. The most common offenders are cow's milk, eggs, nuts, soybeans, wheat, fish and shellfish. Children tend to outgrow milk allergies while allergies to fish and shellfish often develop during adulthood.

A few additives are suspected of causing allergic responses, but additives are more often associated with idiosyncratic intolerances. The most common irritating additives are sulfites and the food color tartrazine (FD & C yellow 5). Monosodium glutomate (MSG), papain and the preservatives sodium benzoates, BHA and BHT also have been known to produce an occasional sensitivity reaction.

Some foods have unjustifiably earned reputations for causing intolerances. Tomatoes, citrus fruits and chocolate are examples of foods commonly thought to induce bouts of hypersensitvity, but there is a lack of scientific evidence to implicate them.



Other variables, too, can influence the degree of sensitivity to troublesome foods. Cases of exercise-induced reactions have been reported; negative reactions to particular foods occur only when exercise follows consumption. Scientists are finding that factors, such as hormonal balance, room temperature, medication and travel, also affect sensitivity reactions.

Symptoms . . .

Symptoms of reactivity vary a great deal. Although a number of symptoms are associated with intolerance to food, it is rare for one person to exhibit more than a few symptoms simultaneously. Onset, too, may vary from person to person;

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PS Form 3526, June 1984 (See Instructions on Reverse)

some symptoms may show up within minutes of food consumption while it may take hours for others to surface. The degree of sensitivity is also an individual matter. One person may be so reactive to shrimp that a salad prepared in a bowl that previously held shrimp may induce a reaction. For another, a shrimp entree may be the necessary dose to initiate a reaction.

Most commonly, symptoms of food sensitivity occur in the gastrointestinal tract, the first site of exposure. Swelling and itching of the lips, mouth and pharynx are often transient symptoms. Nausea, cramping, vomiting and diarrhea are prevalent gastrointestinal complications. The skin is the second most vulnerable area. Hives, angioedema (a more severe case of hives) and eczema can plague some hypersensitive individuals.

The respiratory system, too, can become involved, though usually not to the degree induced by plant allergies. Sneezing, nasal congestion and runny nose are mild symptoms that can be food-induced; and broncho constriction and bronchospasm, as seen in sulfite sensitivity, are more severe and potentially life-threatening.

Finally, the most complicated and rarest sensitivity reaction to food is anaphylactic shock, a generalized, systemic shock involving multiple organs. An anaphylactic episode occurs from minutes to several hours after the offending food has been consumed. Anaphylaxis should be treated immediately as it can be life threatening.

Treatment of food sensitivities is twofold: pharmacological and dietary. Avoidance of the offending foods is, of course, the most logical and specific treatment. But, food constituents are not always evident. Therefore, drugs are relied on as adjunct therapy for relief of symptoms. Due to the severity of anaphylaxis, diagnosed patients are often supplied with a syringe of epinephrine, a common antidote. Patients known to react less severely to foods are urged to carry antihistamines to alleviate symptoms of swelling, itching, bronchitis and gastrointestinal disturbances.

Most people with food sensitivities are aware of the foods they can tolerate and those to avoid. As foodservice patrons, they justifiably have questions regarding food composition and preparation.

Hypersensitivity reactions

Food causing:

Cow's milk
Eggs
Nuts
Soybeans
Wheat
Fish/shellfish
Additives
- Sulfites
- Tartrazine (FD & C yellow 5)
- Monosodium glutamate (MSG)
- Papain
- Sodium benzoate
- BHA/BHT

Symptoms of:

Gastrointestinal
- Swelling and itching of lips, mouth, pharynx
- Nausea
- Cramping
- Vomiting
- Diarrhea

Dermatological
- Hives
- Angioedema (widespread, severe hives)
- Eczema

Respiratory
- Sneezing
- Nasal congestion
- Runny nose
- Bronchoconstriction
- Bronchospasm

Multisystem
- Anaphylactic shock

How you can help . . .

Operators can be prepared to assist in a few ways.

- As mentioned, some people react even to residues of foods. To avoid cases of inadvertent exposure, all preparation equipment and surfaces should be thoroughly and carefully cleaned after each use.
- Although such cases are rare, it is conceivable that someone hypersensitive to fish will react to a potato that has been fried in oil previously used to fry fish. With knowledge that such extreme cases are possible, you can understand why some patrons may have detailed questions about food preparation techniques in your restaurant.
- During operating hours, at least one person should be available to answer customers' questions about food ingredients. Awareness of implicated additives used on the wholesale or manufacturers' level is essential to adequately serve hypersensitive patrons. Most manufactured foods declare ingredients on the labels. It may be necessary to press wholesalers for information about particular additives, such as sulfites.
- If you are doubtful about the contents of a particular food, admit it. Most victims of food intolerances would rather avoid a questionable item than risk a reaction.

—Claire Regan, R.D.

Safe or...

Your first obligation to customers is providing a clean, healthy environment. Without that, you cannot stay in business. NRA offers a series of publications on restaurant safety and sanitation to help you assure a safe environment. These books, manuals, checklists and posters cover every element in foodservice safety.

Sanitation Operations Manual
390 pgs., 3-ring binder, $19.95, MG857

Sanitation Self-Inspection Program
32 pgs., soft-cover book, $3.00, MG869

Safety Operations Manual
250 pgs., 3-ring binder, $10.95, MG850

Safety Self-Inspection Program
32 pgs., soft-cover book, $3.00, MG 833

Pest Control—Ants to Mice
14 pgs., booklet, $1.50, PB570

Foodborne Illnesses
Descriptions, causes and prevention of illnesses
Chart, $1.00, PB390

Don't Serve Illness to Our Customers
Employee reminder poster
Poster, $1.25, PB275

Critical Temperatures for Foodservice
Chart, $1.25, PB840

Dry Storage Practices
Chart, 75 cents, PB280

Refrigeration Storage Practices
Chart, 75 cents, PB670

Frozen Storage Practices
Chart, 75 cents, PB460

Chemical Hazards
Chart, 75 cents, PB240

For a catalog with complete descriptions or to order publications call NRA Publications 800/424-5156 (toll free) or 202/638-6100.

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Sorry

Fisher's Law # 67

Resumes! Resumes! Resumes!

In personnel recruiting circles, resumes are the focus of much discussion and advice. Having been both a sender of a resume (once, at an earlier time) and the receiver of thousands of resumes over the past 20 years, I have come to certain conclusions about them, which, by unpopular demand, I'll share with you in the form of guidelines:

1. Make your resume as long as possible, preferably between 12 and 16 pages. The person who will receive it has nothing else to do and will certainly take the time to read it. In addition, a long resume can serve as the outline for your eventual autobiography, which the world is waiting for breathlessly.

2. Be sure to include your picture in the resume, centered in the middle of the first page. The center location on the first page shows balance and confidence. As an alternative, the whole first page could be an enlarged picture of yourself. Upon seeing that, the receiver of your resume will be chomping at the bit to turn the page and read on.

3. You may want to handwrite your resume as opposed to typing it or having it printed. That shows you are a "shirt-sleeves type" who gets at things right away. Besides, you'll be handwriting notes and memos on the job, and the recruiter will be very interested in observing your handwriting.

4. On the other hand, if you decide to type your resume, do it on lined tablet paper. That will help you keep the lines straight. Single space everything and start it at the left edge of the sheet and continue on over to the right edge. This "full utilization" of the paper will show that you are both economy conscious and productivity oriented.

5. Purposely misspell some words. That will show that you are not perfect but just human like everyone else. Nobody likes perfection anyway; it is boring, and there is no challenge. It is particularly notable if you misspell your name. That shows that you are not unduly self-centered. One applicant once submitted his resume with his name typed HEN3RY. He told me to call him HENRY as the 3 was silent.

6. List all personal data right at the beginning. After all, the recruiter wants to know about you. List your weight as 10 pounds lighter than you really are since by the time you meet the recruiter, you will have lost that excess weight anyway. If you are over 35, shave five years off your age. Nobody will know the difference, and if your appearance belies your age, the recruiter will think you are seasoned. If you are under 35, add five years to your age. If a youthful appearance belies the five-year addition, people will think you are "doing something right" to look so young.

7. Next, list all your hobbies, recreational interests, organization affiliations, honors, published articles etc. This will indicate how gregarious and well-rounded you are. Besides, the recruiter may be looking to fill a slot on the company bowling team or softball team and mention of these kinds of things up front will "help you out."

8. When you begin to list your work experience, leave some time gaps. You don't need to fill in everything in chronological sequence. Leaving some voids creates an air of mystery about you, and everyone loves a good mystery now and then. Besides, that will give you something to talk about during the interview.

9. Take the liberty to change your work titles so they are descriptive of what you did. For example, suppose that during your senior year you worked as a bagger in a supermarket. Now that could be changed to read "senior assembler, coordinator and dispatcher of life-sustaining products for a major firm with domestic and international relationships."

10. Never, never send a cover letter with your resume to the recruiting organization to express sincerity of interest or highlight why you believe that you are exactly suited for the position. That could be perceived as being overeager or as lacking confidence.

Well, I certainly hope these hints have given you something to think about. It's time for Fisher's 67th Law: **If you follow these guidelines, you will find yourself writing more and more resumes, more and more resumes and . . . !**

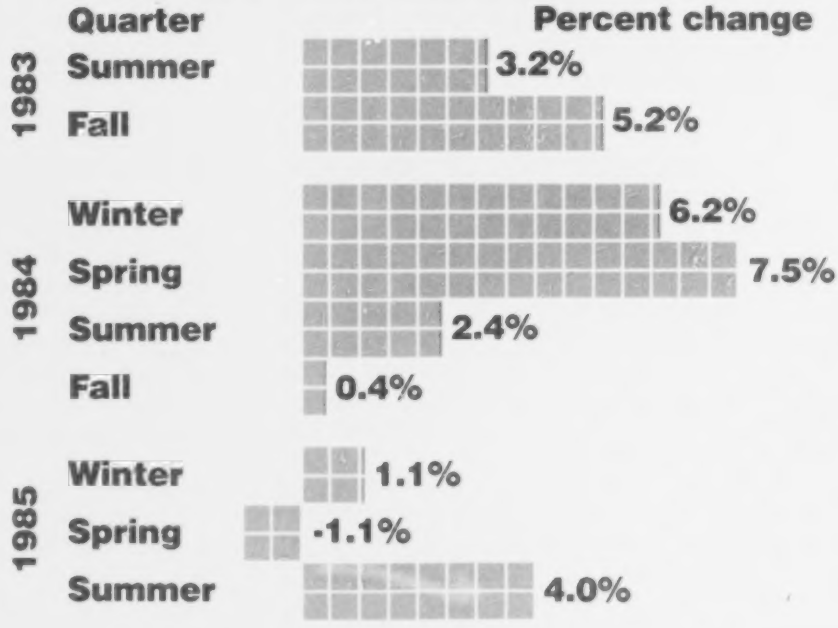
June-July-August

CREST Report

Summer quarter highlights:

- **Customer traffic:** Up 4.0 percent.
- **Sales:** Up 6.2 percent.
- **Visit frequency:** Up 2.1 percent.
- **Average check size:** Up 2.2 percent.
- **Restaurant types:**
  Quick service customer traffic: Up 6.7 percent.
  Upscale customer traffic: Down 0.2 percent.
  Midscale customer traffic: Down 0.9 percent.
- **Meal periods:**
  Breakfast customer traffic: Up 11.2 percent.
  Dinner customer traffic: Up 3.3 percent.
  Lunch customer traffic: Up 1.6 percent.

Percent change in quarterly traffic
(summer 1983–summer 1985)



Note: Percent change is from the same period in prior year.
Source: CREST *Household Report*, GDR/CREST Enterprises.

Customer traffic posts strong performance . . .

Customer counts at the nation's restaurants posted the strongest performance so far this year in the June-July-August period, climbing 4.0 percent above the same quarter in 1984, according to CREST's *Household Report*. This is good news after the disappointing 1.1 pecent decline in traffic recorded during the spring quarter and the modest 1.1 percent advance made in the winter.

Operators turned to promotions this past summer to attract patrons to their establishments. The percent of occasions on which a promotion was used exceeded 10.0 percent during this period.

The upswing in customer counts also reflects a more upbeat economic climate. In the third quarter, real GNP increased 2.8 percent, well above the 0.3 percent and 1.9 percent gains recorded in the first and second quarters, respectively. Additionally, after remaining at 7.3 percent for most of this year, the unemployment rate dipped to 7.0 percent in August, its lowest level in five years.

Furthermore, personal income edged up in the summer period, rising 0.4 percent in June and July and a somewhat smaller 0.3 percent in August. As a result of increased incomes, consumers stepped up their spending. Consumer spending advanced 0.6 percent in June, 0.4 percent in July and peaked at 1.2 percent in August. Increased consumer spending is also reflected in retail sales gains. Although retail sales rose at a sluggish 2.4 percent rate in June, sales jumped a considerably higher 8.1 percent in July and 9.0 percent in August. Also, inflation continued at a moderate rate in the third quarter, up only 3.5 percent versus the same period last year.

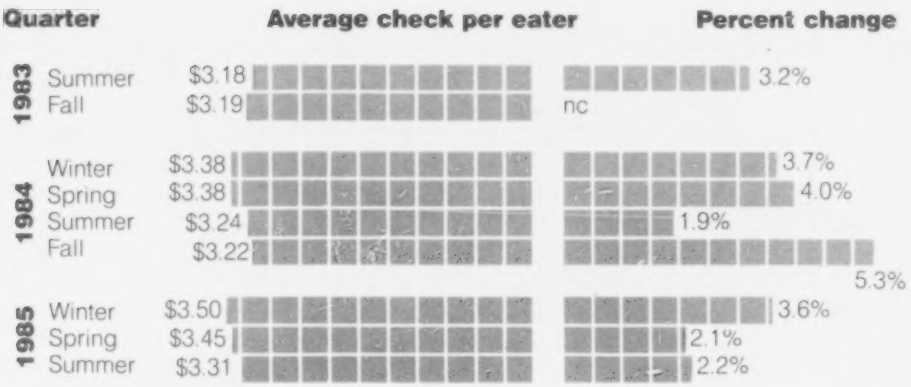
Because of the improved economic outlook during the third quarter, consumer confidence was strong. The index climbed to 91.5 and 92.1, respectively, in June and July but then dipped slightly to 89.9 in August.

NRA is optimistic that the restaurant industry will grow at a healthy pace in the closing months of 1985. Real eating place sales (adjusted for inflation) should advance at a revised 2.8 percent rate for the year. The fall months are expected to record strong growth as the economy will continue to improve.

Households dine out more often . . .

The average number of times families and singles visited restaurants—visit frequency—rose 2.1 per-

Percent change in per person check*
(summer 1983–summer 1985)



*Based on average for two-week period.
**No change.

Note: Percent change is from the same period in prior year.
Source: CREST *Household Report*, GDR/CREST Enterprises.

cent in the June–July–August period. This is considerably higher than the 0.8 percent advance posted in the spring quarter, but it falls short of the 3.0 percent increase recorded in the winter months. Additionally, 79 percent of all households dined out at least once in the summer quarter—which is even with the same period a year ago.

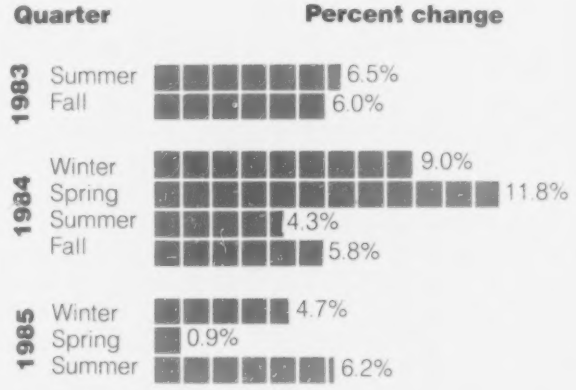
An analysis of visit frequency by industry segment—quick service, midscale, upscale—reveals that quick service restaurants outpaced the other segments, advancing 4.0 percent. On the other hand, both midscale and upscale establishments posted a decline in visit frequency, down 3.2 percent and 2.1 percent, respectively. This suggests that although consumers continue to dine away from home, they may be opting to eat at less expensive restaurants. Quick service restaurants were the only segment to record a gain in the number of households dining out in the two-week period—up 1.1 percent. Midscale establishments reported no change, but penetration at upscale restaurants edged down 0.2 percent.

Restaurant sales climb 6.2 percent . . .

CREST sales climbed a healthy 6.2 percent in the summer quarter. This is substantially higher than the 0.9 percent advance in the spring and the 4.7 percent gain recorded in the winter.

The average expenditure for a restaurant meal or snack—per person check size—rose 2.2 percent in the summer quarter, matching the increase posted in the spring period. This is lower than the 3.9 percent gain in the Consumer Price Index (CPI) for food-away-from-home during the June-July-August quarter. This difference may indicate that consumers ordered fewer and less expensive menu items and allocated more visits to fast food establishments.

Percent change in quarterly CREST sales*
(summer 1983–summer 1985)



*Sales based on total U.S. average for two-week period each quarter.
Note: Percent change is from the same period in prior year.
Source: CREST *Household Report*, GDR/CREST Enterprises.

Traffic rose at all meal periods . . .

Traffic rose at all meal periods in the summer quarter, but breakfast continued to steal the show. Traffic leaped an impressive 11.2 percent at the morning meal, while dinner traffic advanced a moderate 3.3 percent, and lunch traffic increased a modest 1.6 percent.

The advance in customer counts at breakfast is significantly larger than the 3.0 percent gain posted in the March-April-May quarter. However, it is smaller than the 14.2 percent increase recorded in the winter period. The advances in dinner and lunch traffic are a considerable improvement from the spring quarter when customer counts at both meal occasions declined—down 1.2 percent and 4.0 percent, respectively. The gains in customer counts for all three meal occasions may result from higher employment and increased income during the summer months. In addition, increased vacation travel this past summer helped boost traffic at all meal occasions.

Breakfast highlights:

- Sales for the morning meal jumped a substantial 13.3 percent.
- The average check size for breakfast advanced 2.2 percent to $2.28.
- Visit frequency edged up 0.6 percent, and penetration

increased a higher 8.9 percent.

Dinner highlights:

- Sales at the evening meal advanced 6.0 percent.
- The average per person check size rose 2.7 percent to $4.63.
- Visit frequency increased 1.1 percent, but the number of households purchasing dinner away from home did not change.

Lunch highlights:

- Lunch sales rose 3.8 percent.
- The per person check size averaged $3.10—up 2.0 percent.
- The average number of times households ate lunch out inched up 0.2 percent, and penetration climbed a smaller 0.1 percent.

Traffic at quick service restaurants increases . . .

Quick service restaurants posted a 6.7 percent advance in traffic during the June–July–August period. However, the other two major restaurant categories posted declines in customer counts. Traffic at upscale establishments dipped 0.2 percent in the summer period, and customer counts at midscale restaurants fell 0.9 percent. Quick service establishments have benefited from rising sales and traffic at breakfast as well as consumers' continued desire for a quick, inexpensive meal.

Across the board, ethnic restaurants continue to boast impressive gains in customer counts, and ethnic quick service restaurants have made especially noteworthy gains. In addition, establishments specializing in ice cream and barbeque made strong showings.

Summer quarter performance by restaurant segment

**The average check per eater for all restaurants also reflects information from unreported segments.*

Note: Percent change is from same quarter in prior year.

Source: CREST *Household Report*, GDR/CREST Enterprises.

Quick service restaurant highlights:

- Quick service restaurant sales jumped 9.3 percent. Impressive gains in traffic and visit frequency contributed to this growth.
- The number of occasions on which promotions were used approached 12.0 percent versus 12.5 percent in the same quarter last year.
- Traffic at ethnic quick service restaurants climbed 8.2 percent. Asian quick service restaurants recorded an especially impressive gain—up 17.7 percent.
- Quick service specialty restaurants recorded a significant 11.5 percent advance in customer counts. Increased traffic at barbeque, chicken and pizza establishments led to this increase.

Upscale restaurant highlights:

- Sales at upscale establishments increased 3.6 percent in the summer period. This compares to a smaller 0.7 percent advance in the spring.
- Deals were used on 7.9 percent of the occasions versus 8.3 percent of the occasions one year earlier.
- Customer counts at upscale ethnic restaurants rose 1.1 percent. Mexican and Asian establishments experienced the most positive gains in traffic.
- Specialty upscale restaurants posted a moderate 2.6 percent advance in traffic. However, establishments specializing in barbeque recorded a whopping 44.2 percent traffic increase.
- Traffic at upscale hotel restaurants climbed 2.7 percent in the summer months.

Midscale restaurant highlights:

- Sales at midscale restaurants advanced only 3.7 percent.
- Promotional usage increased to 7.7 percent in the summer, down from 8.0 percent last year.
- Midscale family style restaurants posted a healthy 6.1 percent gain in traffic.
- Customer traffic at midscale sandwich and Mexican establishments advanced 7.2 percent and 5.3 percent, respectively.

-Susan Adelman

What is CREST?

Launched in September 1975, the CREST (Consumer Reports on Eating Share Trends) survey is designed to track expenditures and behavior in the commercial segment of the foodservice industry, including information by type and classification of restaurant and also by meal or snack period.

Approximately 10,000 families and 2,800 non-family households representing demographic patterns in the U.S. have been selected to participate in the study. Each household is asked to record every meal and snack experience during a particular two-week period for each of the four quarters of the year. Detailed entries are required for meals eaten or purchased away from home in establishments such as restaurants, hotels and motels, fast food/drive-ins, delicatessens, refreshment stands, carryouts, coffee shops, donut shops, ice cream shops or eating places inside variety stores or other retail stores. The diary does not include any meals eaten at schools, hospitals, colleges and or other institutional feeding places.

CREST information can help restaurateurs compare their operation's performance with that of the total industry as well as with specific restaurant categories (quick service, midscale or upscale restaurants).

The CREST study can also provide valuable information concerning consumer behavior, such as how much people spend, where they spend and when they spend. And, because it is an ongoing study, CREST information allows comparison against a standard—an aid in the development of trend analysis.

Readers wishing more information on the CREST study should contact GDR/CREST Enterprises, one of the NDP group of marketing and research companies, 1300 W. Higgins Rd., Park Ridge, IL 60068-5798.

Microwave market heats up

This article presents a first look at results from a special analysis conducted by Gallup for NRA, which explored the eating out behavior of microwave owners versus that of non-owners. NRA will continue to monitor these two groups to determine the effect of microwave ownership on eating out behavior. Reports will be published periodically in the* ***NRA NEWS.***

More and more consumers are warming up to the convenience of microwave ovens. The number of households that own microwaves has more than tripled in the past five years. According to Gallup, in 1980, 13 percent of all households owned microwave ovens. By 1985, that figure had jumped to 41.5 percent. And this trend is expected to continue. Because today's microwave is more sophisticated yet less expensive than its predecessors, more consumers will be able to afford microwave ovens in the future.

Who owns microwave ovens . . .

According to the Gallup survey, four out of 10 individuals owned microwave ovens in 1985. A slightly larger proportion of males

Eating out behavior for microwave non-owners

Demographic segment	Percent who ate out yesterday	Weekly restaurant visits*			
		None	1–2	3–4	5 or more
All non-owners	33.0%	23.5%	43.8%	17.0%	14.3%
Income					
Under $30,000	31.2%	26.2%	44.0%	16.1%	12.2%
$30,000 and over	44.2	11.4	43.7	21.4	23.0
Household size					
1	33.3%	26.8%	35.5%	17.6%	18.4%
2	31.2	24.8	44.2	16.5	12.7
3 or more	34.2	20.6	47.9	17.5	13.3
Age					
18-34	41.4%	11.6%	46.7%	22.3%	18.9%
35-49	35.3	19.0	46.2	16.8	16.7
50 and over	23.8	37.9	39.9	11.6	8.6

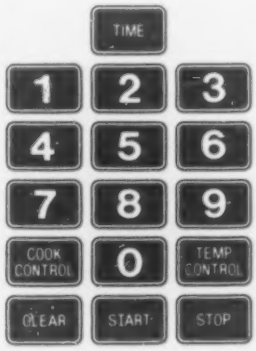
**Percent of respondents.*
Source: NRA/Gallup Special Analysis of Microwave Owners, Spring 1985.

Eating out behavior for microwave owners

Demographic segment	Percent who ate out yesterday	Weekly restaurant visits*			
		None	1–2	3–4	5 or more
All owners	41.6%	12.6%	53.8%	17.7%	15.3%
Income					
Under $30,000	38.2%	15.5%	56.2%	15.8%	11.7%
$30,000 and over	48.3	6.6	53.2	20.5	19.4
Household size					
1	49.8%	10.8%	40.6%	22.0%	26.1%
2	38.9	13.6	53.6	18.3	13.9
3 or more	41.8	12.5	56.0	16.7	14.2
Age					
18-34	47.5%	8.4%	53.2%	19.5%	18.4%
35-49	42.1	11.9	55.8	16.0	16.2
50 and over	34.4	18.1	52.4	17.4	10.8

**Percent of respondents.*
Source: NRA/Gallup Special Analysis of Microwave Owners, Spring 1985.

Results from NRA/Gallup's special analysis suggest that microwave owners from all demographic segments are more likely to eat out than their counterparts who do not own microwaves.



than females live in households that own microwaves, 42.6 percent versus 40.5 percent.

Other demographic groups which report a high incidence of microwave ownership include upper income households, married couples, working women, households with children and people 35 to 49 years of age.

Trends in microwave ownership . . .

Although microwave ownership penetrated the upper income, baby boom, highly educated and working woman market segments first, it is now spreading to other demographic groups. Older individuals, singles and lower income households represent an expanding part of the microwave market. The results of a microwave ownership study conducted by the Market Research Corporation of America (MRCA) indicated that an increasing number of consumers in these groups own microwave ovens.

Uses of microwave ovens . . .

Consumers use microwave ovens in a variety of ways. Recent studies suggest that many consumers use their microwave ovens for thawing frozen foods and for heating frozen gourmet dinners. Microwaves are also used to warm up beverages, such as tea and coffee, and to reheat leftovers. Many consumers cook vegetables as well as main meals in their microwaves. A few use their microwaves for baking.

How microwaves affect eating-out behavior . . .

Do microwave owners eat out less often than consumers who do not own a microwave oven? No. In fact, they are more likely to eat out. When surveyed, 41.6 percent of the microwave owners said they had dined out the day before, compared with a lower 33 percent of non-owners. This makes sense because, according to results from the NRA/Gallup report, the demographic profile of microwave owners is nearly identical to that of frequent restaurant patrons.

Microwave owners also eat out more frequently in one week than non-owners. Over half the consumers who owned microwaves (53.8 percent) ate out at least twice a week, versus a lower 43.8 percent of the non-owners.

Singles are the only demographic group that eat out often but do not report high levels of ownership. However, as mentioned, microwave penetration among this segment is on the rise.

Future effects of microwave ownership . . .

It is unclear how microwave ownership will affect eating out behavior in the future. Although at present microwave owners also tend to be frequent restaurant patrons, the pattern may shift as microwave ovens become more affordable and penetrate lower income households and older demographic groups. These segments tend to eat out infrequently, and microwaves may encourage even less frequent patronage.

—Sallie Adams

**Each month the Gallup Organization includes a question on its "Monitor of Eating Away from Home" concerning microwave oven ownership. The National Restaurant Association commissioned Gallup to perform a special analysis of microwave ownership for specific demographic groups and their incidence and frequency of eating out. The results reported here are for the spring quarter (March, April, May) of 1985.*

Restaurants reflect regional tastes

This article summarizes information from the fourth annual RE-COUNT study, produced by Restaurant Consulting Group, Inc. Included in this study is information on the distribution of restaurants across the country, featuring 47 restaurant types in each of the nine census regions as well as the total United States.*

The types of restaurants consumers are likely to encounter across the country vary from region to region. Each area of the country has its own special combination of restaurant types that is based, to a large extent, on regional tastes and preferences.

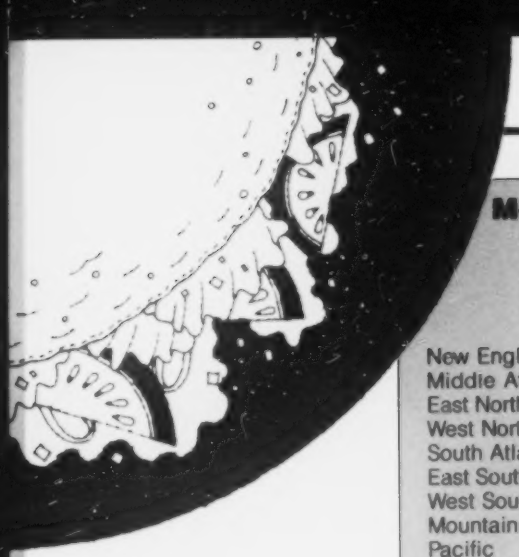
Where restaurants are located . . .

The Pacific and East North Central regions have the largest proportion of restaurants in the U.S: Approximately 16.6 percent of the nation's restaurants are located in each of the two regions. In addition, slightly lower proportions of restaurants are located in the Mid-Atlantic and South Atlantic regions, 15.2 percent and 14.9 percent, respectively. In contrast, the East South Central has the fewest restaurants in the country—only 4.9 percent of all restaurants are located there.

Total U.S. restaurants by region—1985

Region	Percent of total	Number of units
New England (CT, ME, MA, RI, VT)	5.6%	18,440
Mid-Atlantic (NJ, NY, PA)	15.2	50,357
East North Central (IL, IN, MI, OH, WI)	16.6	54,987
West North Central (IA, KS, MN, MO, NF, ND, SD)	7.1	23,624
South Atlantic (DE, DC, FL, GA, MD, NC, SC, VA, WV)	14.9	49,441
East South Central (AL, KY, MS, TN)	4.9	16,287
West South Central (AR, LA, OK, TX)	13.3	44,039
Mountain (AZ, CO, ID, MT, NV, NM, UT, WY)	5.8	19,230
Pacific (AK,CA, HI, OR, WA)	16.6	55,125
TOTAL	**100.0%**	**331,530**

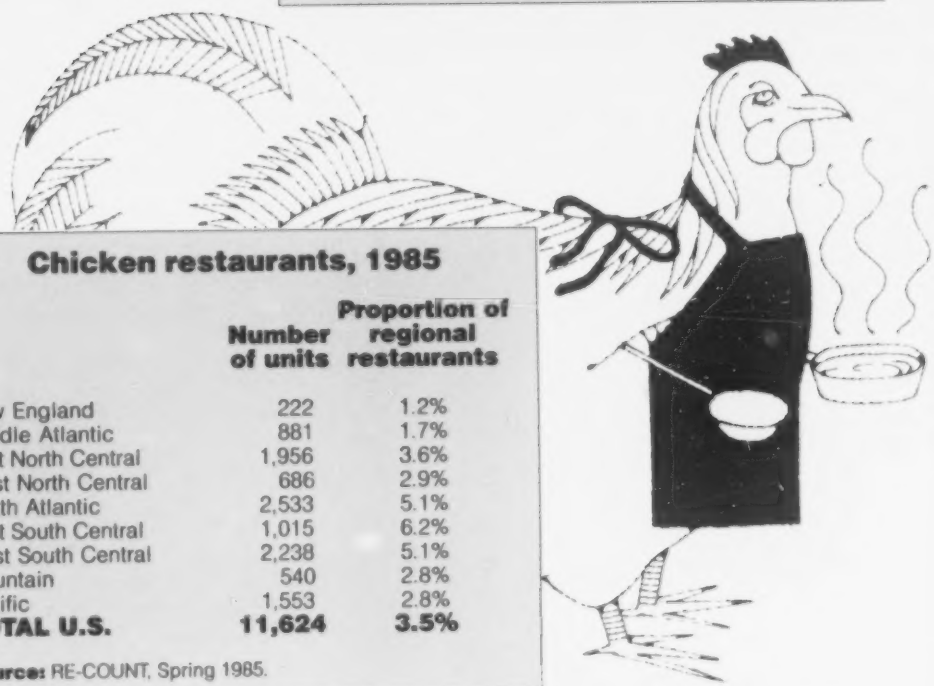
Source: RE-COUNT, Spring 1985



Mexican restaurants, 1985

	Number of units	Proportion of regional restaurants
New England	151	0.8%
Middle Atlantic	497	1.0%
East North Central	1,415	2.6%
West North Central	873	3.7%
South Atlantic	1,030	2.1%
East South Central	326	2.0%
West South Central	2,873	6.5%
Mountain	1,426	7.4%
Pacific	4,443	8.1%
TOTAL U.S.	**13,034**	**3.9%**

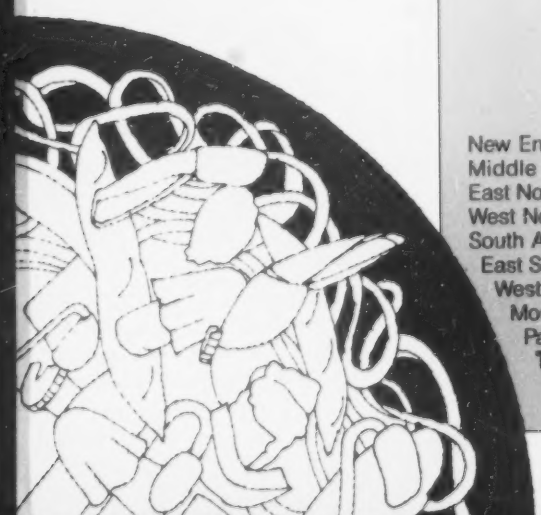
Source: RE-COUNT, Spring 1985.



Chicken restaurants, 1985

	Number of units	Proportion of regional restaurants
New England	222	1.2%
Middle Atlantic	881	1.7%
East North Central	1,956	3.6%
West North Central	686	2.9%
South Atlantic	2,533	5.1%
East South Central	1,015	6.2%
West South Central	2,238	5.1%
Mountain	540	2.8%
Pacific	1,553	2.8%
TOTAL U.S.	**11,624**	**3.5%**

Source: RE-COUNT, Spring 1985.



Asian restaurants, 1985

	Number of units	Proportion of regional restaurants
New England	822	4.5%
Middle Atlantic	2,987	5.9%
East North Central	1,730	3.1%
West North Central	726	3.1%
South Atlantic	1,872	3.8%
East South Central	325	2.0%
West South Central	1,345	3.1%
Mountain	792	4.1%
Pacific	4,076	7.4%
TOTAL U.S.	**14,675**	**4.4%**

Source: RE-COUNT, Spring 1985.

Most popular restaurant types . . .

Pizza restaurants are still the number one favorite, according to RE-COUNT study results. In spring 1985, 10.8 percent of all restaurants in the U.S. were pizza establishments, up somewhat from a 10.3 percent share in 1984.

Hamburger restaurants continue to rank second, accounting for 8.5 percent of all eating establishments in the country, but they have lost some of their share, dropping from an 8.8 percent share of all restaurants in 1984.

Ice cream restaurants are the third most popular restaurant type in the nation, representing 6.0 percent of all restaurants. This is identical to their proportion in 1984.

The number of ethnic restaurants continues to grow at a fast pace, with especially strong expansion by Asian and Mexican restaurants. The share of Asian restaurants was 4.4 percent earlier this year—up from 4.1 percent in 1984. Mexican restaurants continue to capture a 3.9 percent share of U.S. restaurants.

Regional Highlights . . .

New England

- Pizza restaurants are highly concentrated in the New England region, accounting for 14.0 percent of all restaurants.
- Asian restaurants comprise a relatively large proportion of the restaurants in the New England region—4.5 percent.
- Hamburger restaurants are less popular in this area than in any other region of the country. Only 4.4 percent of all restaurants in the New England region are hamburger establishments.
- New England states have a below average share of chicken restaurants—1.2 percent versus a 3.5 percent

average for the total U.S.
• This region has an above average proportion of sub shops and full menu establishments.

Middle Atlantic
• The Middle Atlantic region has the highest proportion of pizza restaurants in the nation—14.6 percent.
• Hamburger restaurants are declining in importance. They represented 4.9 percent of all restaurants in the region in 1985, down from 5.1 percent in 1984.
• The proportion of Asian restaurants in the Middle Atlantic states is above average—5.9 percent.
• The Middle Atlantic region boasts an above average share of Italian restaurants—2.2 percent versus a national average of 1.3 percent.
• There is a below average representation of steak restaurants and barbeque places in the Middle Atlantic states.

East North Central
• Pizza restaurants represent the largest share in the East North Central restaurant marketplace—14.0 percent. In addition, approximately one out of five of all pizza places in the nation are located in this region.
• Hamburger restaurants are also very popular in the East North Central region, representing nine percent of the restaurants.
• There is an above average proportion of chicken restaurants in the East North Central states.
• Approximately one out of five ice cream places is located in the East North Central area.

West North Central
• Hamburger restaurants and pizza restaurants are tied for first place in the West North Central region, representing 10.3 percent and 10.4 percent of restaurants, respectively.

Pizza restaurants, 1985

	Number of units	Proportion of regional restaurants
New England	2,576	14.0%
Middle Atlantic	7,343	14.6%
East North Central	7,681	14.0%
West North Central	2,457	10.4%
South Atlantic	4,724	9.6%
East South Central	1,493	9.2%
West South Central	3,001	6.8%
Mountain	1,868	9.7%
Pacific	4,627	8.4%
TOTAL U.S.	**35,770**	**10.8%**

Source: RE-COUNT, Spring 1985.

Hamburger restaurants, 1985

	Number of units	Proportion of regional restaurants
New England	812	4.4%
Middle Atlantic	2,458	4.9%
East North Central	4,935	9.0%
West North Central	2,433	10.3%
South Atlantic	4,548	9.2%
East South Central	2,077	12.8%
West South Central	4,565	10.4%
Mountain	1,822	9.5%
Pacific	4,636	8.4%
TOTAL U.S.	**28,286**	**8.5%**

Source: RE-COUNT, Spring 1985.

Ice cream restaurants, 1985

	Number of units	Proportion of regional restaurants
New England	1,086	5.9%
Middle Atlantic	2,713	5.4%
East North Central	3,747	6.8%
West North Central	1,744	7.4%
South Atlantic	2,778	5.6%
East South Central	1,078	6.6%
West South Central	2,786	6.3%
Mountain	1,154	6.0%
Pacific	2,784	5.1%
TOTAL U.S.	**19,870**	**6.0%**

Source: RE-COUNT, Spring 1985.

• Ethnic restaurants are growing in popularity. The proportion of all ethnic restaurants in this region increased from 7.8 percent in 1984 to 8.1 percent in 1985.
• The West North Central states have the smallest percentage of fish/seafood restaurants in the country—1.4 percent.

South Atlantic
• Pizza restaurants have a slight edge over hamburger restaurants in this region, representing 9.6 percent and 9.2 percent of restaurants, respectively.
• The South Atlantic region has the highest concentration of fish/seafood restaurants in the United States—4.7 percent.
• Chicken restaurants are also popular in this region. Approximately 5.1 percent of all eating establishments in the South Atlantic states are chicken restaurants.
• Other above average concentrations in this region include steak restaurants, family style establishments, pancake restaurants and cafeterias.

Number and proportion of restaurant types across the U.S. in 1985

Restaurant type	Number of units	Proportion of total
Pizza	35,770	10.8%
Hamburger	28,286	8.5
Ice cream	19,870	6.0
Asian	14,675	4.4
Mexican	13,034	3.9
Family style	12,702	3.8
Cafes	11,993	3.6
Chicken	11,624	3.5
Fish/seafood	9,121	2.8
Steak	8,144	2.5
Donut	6,980	2.1
Barbeque	5,947	1.8
Other sandwich	4,645	1.4
Subs	4,641	1.4
Italian	4,438	1.3
Deli/bagel	3,875	1.2
Coffee shops	3,799	1.1
Refreshment and snacks	3,617	1.1
Specialty[1]	3,025	0.9
Hot dogs	2,971	0.9
Cafeteria	2,795	0.8
Other ethnic[2]	2,668	0.8
Grills	2,522	0.8
Diners	2,518	0.8
Roast beef	2,404	0.7
Luncheonettes	2,373	0.7
Upscale	2,119	0.6
Pancake/waffle	1,911	0.6
French	1,323	0.4
Truck stop	902	0.3
Unclassified	100,838	30.5
TOTAL	**331,530**	**100.0%**

[1] Includes crepe, natural/vegetarian, yogurt, potato, pretzel, soup, chili, biscuit and fondue restaurants.
[2] Includes: German, Spanish, Greek, Indian and soul food.

Source: RE-COUNT, Spring 1985.

East South Central
• There are substantially more hamburger restaurants in this region than pizza restaurants—12.8 percent versus 9.2 percent.
• The East South Central region has the highest concentration of chicken restaurants in the United States—6.2 percent.
• The smallest proportion of Asian restaurants in the country is in the East South Central area—two percent.

West South Central
• Hamburger restaurants are by far the most popular restaurant type in the West South Central region, representing one out of 10 (10.4 percent) eating establishments.
• Pizza places rank second in this region, accounting for 6.8 percent of all restaurants.
• Mexican restaurants are a close third, representing 6.5 percent of all restaurants in the West South Central states.
• More than one-third of all barbeque outlets in the nation are located in the West South Central region.
• Least popular are delis and full menu restaurants with below average concentrations.

Mountain
• Pizza restaurants and hamburger restaurants are tied for first place in the Mountain area, representing 9.7 percent and 9.5 percent, respectively.
• Mexican restaurants are also popular in this region, representing 7.4 percent of all restaurants. This is the second largest proportion among the nine regions.
• Asian restaurants continue to gain in popularity in the Mountain states. In 1985, 4.1 percent of all restaurants in this region were Asian establishments, compared with a lower 3.7 percent in 1984.
• The Mountain region has an above average proportion of donut shops and specialty menu restaurants.

Pacific
• The Pacific region has the highest proportion of Mexican and Asian restaurants in the U.S. 8.1 percent and 7.4 percent, respectively. In fact, more than one-third of all Mexican restaurants and almost three out of 10 Asian establishments in the country are located here.
• Hamburger outlets and pizza places represent an equal share of this region's restaurants—8.4 percent.
• The Pacific states have an above average proportion of delis, donut shops and Italian restaurants.
• There are below average proportions of fish/seafood, chicken and barbeque restaurants in the Pacific area.

—Sallie Adams

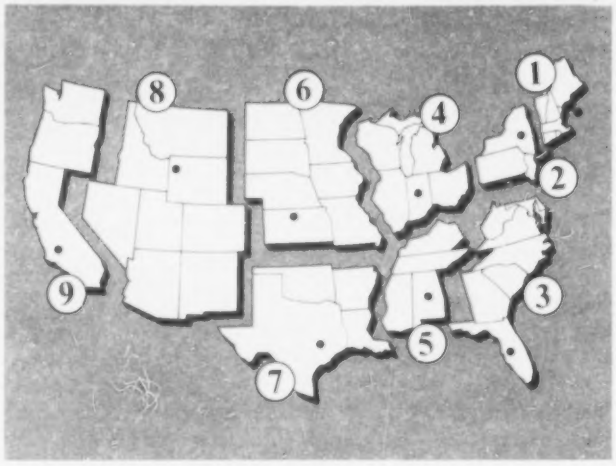
** The RE-COUNT study was compiled by Restaurant Consulting Group, Inc., from a variety of sources, including government information and credit reporting services as well as white and yellow page phone directories. This year, RE-COUNT used a more comprehensive method of counting restaurants. As a result, the proportional increase in the number of restaurants between 1984 and 1985 is overstated. Restaurant Consulting Group feels that approximately one-third of the new restaurants recorded in 1985 were in operation in 1984 but were not counted.*

*NRA's restaurant count differs somewhat from the RE-COUNT study due to variations in classification. Difficulties in accurately identifying restaurants across the country account for the large proportion of unclassified units. This is the fourth year of the study, and the unclassified segment is decreasing as data collection methods improve. **NRA NEWS** reviewed the first RE-COUNT study in the September 1983 issue.*

How's Business?

by Cecelia Niepold

Here is a sample of how some operators handle problem customers across the country.



1 NEW ENGLAND

Location: Portland, ME
NRA member: David Evans
Operation: The Lost Bear
Profile: Fullservice restaurant
In business: 6 years
Seats: 160
Meals served: Sunday brunch, lunch, dinner

"Fall is generally our busiest time of the year so business has been good," says **David Evans,** owner of The Lost Bear.

The Lost Bear has an informal atmosphere, serving light fare at lunch and full dinners at night. The menu includes more than 100 entrees, including specialty sandwiches, salads and various ethnic dishes.

Creative promotions add to the restaurant's lively personality. Upcoming events include a chocolate festival and the annual "Annibearsary," which celebrates the restaurant's opening. Wait staff uniforms also contribute to the fun and change to complement various themes. At a recent chili festival, staff wore Western attire and offered a variety of chili recipes, including the unusual Buzzard Breast Chili.

When faced with a problem customer, Evans does all he can to appease the patron, but he does believe that some customers are just chronic complainers. For instance, one customer complains every time she comes in, insisting she is a food critic who deserves top-notch service. Although Evans and his staff know she is actually a dental assistant who just wants attention, they still treat her respectfully.

2 MIDDLE ATLANTIC

Location: Kingston, NY
NRA member: Christa Bolter
Operation: The Jolly Cow Drive-In
Profile: Limited menu eatery
Seats: 9 picnic tables
Meals served: Lunch, dinner
In business: 3 years

"Business was terrific this year," says **Christa Bolter,** owner of The Jolly Cow Drive-In. Located in a non-winterized building in upstate New York, the eatery is only open between March and October. Bolter attributes her good season to an expanded menu. Originally serving only soft ice cream, hot dogs and hamburgers, she has added daily homemade specials, including sandwiches, soups and quiches.

Early in Bolter's ownership a tragedy occurred—someone stole the rare life-sized fiberglass cow that decorated the front of the drive-in. Faced with the decision whether or not to invest in a new cow, Bolter surveyed her customers. Customers responded with an overwhelming, "Yes!" So Bolter bit the bullet and bought a new one. Now patrons climb on the new cow, sit on it and even have their pictures taken with it.

3 SOUTH ATLANTIC

Location: Valrico, FL
NRA member: William Robinson
Operation: Fat Willie's Fish Camp
Profile: Fullservice restaurant
In business: 10 years
Seats: 150
Meals served: Lunch, dinner

"Business has been slower than normal," says **William Robinson,** owner of Fat Willie's Fish Camp. Located outside Tampa, Robinson believes the rapid growth of new restaurants in the area may have dampened business.

To offset the slow business, Robinson has developed different kinds of advertising. For instance, taking advantage of the area's growing population, he sends every new resident a welcome letter that offers them a complimentary dinner at Fat Willie's.

Built in an original 1890 general store, the restaurant is nestled among towering oaks on the outskirts of town. The menu reflects the establishment's country setting, offering lightly breaded catfish, turnip greens, fried okra and hush puppies.

Robinson handles each problem customer individually. "No two situations are alike," he says. It is the person that quietly mentions a problem on the way out the door that most concerns Robinson. "We don't have much opportunity to fix whatever was wrong at that point," he says.

4 EAST NORTH CENTRAL

Location: Indianapolis, IN
NRA member: Cynthia Tabbert
Operation: Canary Cafe
Profile: Fullservice restaurant
In business: 2 years
Seats: 50
Meals served: Breakfast, lunch

"Business is going well and growing nicely," says **Cynthia Tabbert,** owner of the fledgling Canary Cafe. Tabbert started out serving only breakfast and lunch on weekdays at her downtown cafe. Because of steady growth, she has now ventured into catering, is testing the dinner market and plans to offer weekend service soon. Downtown Indianapolis is experiencing a resurgence, which is contributing to her restaurant's expansion.

The Canary Cafe, reflecting its name, is bright and cheery, with yellow-and white-checked curtains, lots of greenery and even a canary cage.

Due to limited storage,

Tabbert shops daily, ensuring top quality ingredients. Everything is made from scratch, including the signature fresh fruit cobblers. The menu has a slight emphasis on health foods. For instance, a steamed vegetable sandwich, seasoned with herbs is a favorite, and all sandwiches are served with crunchy carrot and celery sticks.

5 EAST SOUTH CENTRAL

Location: Alabaster, AL
NRA member: Nick Cairns
Operation: Meadowlark Farm
Profile: Fullservice restaurant
In business: 7 years
Seats: 90
Meals served: Lunch, dinner

"Business has been very good," says **Nick Cairns,** co-owner of the Meadowlark Farm, located outside of Birmingham. Although unemployment is still quite high in the area, Birmingham's population is growing steadily, which is helping business.

Located in an old farm house, the restaurant has a personal, charming atmosphere. Antiques and fireplaces decorate the seven original rooms that now serve as dining areas.

Fresh, creative dishes are the restaurant's trademark. The menu, which changes frequently, inclu s veal, quail and various seafood specialties. A variety of baked goods is also prepared daily on premise.

Meadowlark Farm was developed with the idea that dining out should be a form of entertainment. Consequently, service is crisp but definitely not rushed. When the restaurant first opened, some customers complained about not being served right away. In these cases, management offered customers a free drink and explained the restaurant's philosophy.

6 WEST NORTH CENTRAL

Location: Mankato, KS
NRA member: Karen Ross
Operation: Buffalo Roam Steak House
Profile: Family restaurant
In business: 20 years
Seats: 250
Meals served: Lunch, dinner

"Things are down. We just saw the slowest month in about five years," says **Karen Ross,** who owns the Buffalo Roam Steak House with her husband, John. Located in a small community of 1,200 people in the middle of the farm belt, the restaurant has been affected by the depressed farm economy. Although Ross is optimistic that things will turn around, she believes there may be a shake out in the restaurant sector.

The restaurant has expanded three times in the 20 years it has been open. The Ross' also have broadened the menu periodically to keep up with the times. For instance, to accommodate the above-average Saturday night traffic and reduce the back up in the kitchen, they decided to offer an extensive buffet featuring roast beef, seafood and chicken. Now more than 40 percent of the Saturday night guests enjoy the buffet, and customers ordering from the menu do not have a long wait.

Ross instructs waitresses to give customers a fresh plate if they complain about the food before they finish their meal. Complainers who clean their plates are only treated to a courteous apology.

7 WEST SOUTH CENTRAL

Location: College Station, TX
NRA member: Allen Scazzero
Operation: The Cow Hop
Profile: Fast food restaurant
In business: 7 years
Seats: 90
Meals served: Lunch, dinner

Although his business is doing well, **Allen Scazzero,** owner of The Cow Hop, says the local economy has slowed down. Like nearby Houston, College Station experienced a period of accelerated growth, but expansion has flattened out.

The Cow Hop caters to students—a lucrative market since Texas A&M, with 35,000 students, is located in town.

The menu is limited, but the decor makes the eatery different from most fast food places. The building has a Western, somewhat barnlike look, and the booths have been fashioned to look like cow stalls.

8 MOUNTAIN

Location: Teton Village, WY
NRA member: T.P. Mahin
Operation: Mangy Moose Restaurant and Saloon
Profile: Fullservice restaurant
In business: 17 years
Seats: 135
Meals served: Dinner

"Business was pretty decent this summer," says **Wayne Whitney,** general manager at the Mangy Moose Restaurant and Saloon. Located 15 miles from Jackson Hole, the restaurant has two distinct seasons: the summer-tourist period and the winter skiing trade. Consequently, the restaurant closes for six weeks in the fall and spring between seasons.

The restaurant has a comfortable eclectic atmosphere, enhanced by huge pine beams and unique decorative accents. For instance, a large, almost full-size World War I triplane hangs from the ceiling. Old movie posters dot the walls, along with framed sheet music and stuffed animal heads.

9 PACIFIC

Location: La Habra, CA
NRA member: Blair Salisbury
Operation: Cat and The Custard Cup
Profile: Fullservice restaurant
In business: 6 years
Seats: 132
Meals served: Lunch, dinner

Although September and October are generally slower months, business has been pretty good, says **Blair Salisbury,** general manager at the Cat and The Custard Cup.

The restaurant traces its heritage to England, where Salisbury's father came across a similarly named pub. The restaurant's decor—brick walls, fireplaces, comfortable booths and high-backed chairs—reflects its British influence. The menu includes some English dishes, such as Yorkshire pudding, but it also offers a variety of other continental entrees. A non-English addition, an exhibition kitchen, adds to the eatery's lively ambiance.

The restaurant offers a variety of wines by the glass and often hosts special wine tasting dinners. For these ticketed events, wines are provided by local wineries.

FOOD FOR THOUGHT

The people's choice

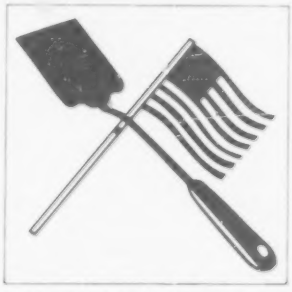
Many operators argue that restaurant critics are hardly qualified to decide which establishments customers should or should not patronize. New Yorkers Tim and Nina Zagot agree, so they have collected opinions from the reviewers that count—the dining out public.

The *Zagot New York City Restaurant Survey* is an annual compilation of some 1,000 people's opinions about New York City restaurants. Started six years ago as a one-page mimeographed sheet, the 1985 edition is 96 pages long and is filled with New Yorkers' preferences about where to get the best food, the best atmosphere, the best at the best prices. The 1,000 critics are all avid restaurant-goers who were either contacted by the Zagots or heard about the survey and asked to participate.

According to Tim Zagot, the pair began the survey "as a reaction to the long-winded unreliability of the city's food critics." Just how popular is the little red book that publishes survey results? Bookstore owners throughout the city report a sellout as soon as the book is stocked.

—Avenue Magazine

I'll take two Whoppers, four fries and—don't I know you?



Business was up 15 percent at a Burger King restaurant in Fort Lauderdale, FL, one day this summer, even though there was a brand new crew member working behind the counter.

Florida Governor Bob Graham, wearing a Burger King apron and cap, spent an entire day serving Whoppers and fries to hundreds of customers as part of his ongoing Work Day program. Although the program has enabled the governor to experience 175 different jobs throughout the state, this was his first experience in a fast food restaurant.

During his day at Burger King, Governor Graham worked several positions so he could get a feel for the restaurant's overall operation. He even viewed the company's video training program, which is shown to all new employees.

"The Governor was a very quick learner," reported Marc Hannon, manager of restaurant operations. Responded the Governor, "I have to be conscientious. In my business, you have to keep your options open."

—Burger King

Critical kids

Fourth grade students at New York's Dalton School wanted to know: "What do you do if the dish you order at a restaurant is well made, but you just think that kind of food is yucky?" So their teacher sent them on an assignment to their favorite restaurants, asking them to record their observations and opinions just as a professional restaurant reviewer would.

The nine-year-old critics had definite opinions regarding service in restaurants: "I was seated in 30 minutes (growl)." "A good waitress knows whose food is whose and lets you change your mind while you are ordering."

But they were most descriptive when it came to food: "Chicken legs were the size of very small scoops of ice cream." "I thought the Funghi Alla Romana tasted like erasers dipped in rubber cement." "The lobster had a variety of textures, from tender to mush." "The food is arranged nicely on your plate with room to cut, and the vinaigrette is as creamy as fresh buttermilk."

And, finally, from one satisfied reviewer: "Nothing had a smell."

—The New York Times

Live, from your restaurant

Once a month, radio listeners in Philadelphia, PA, can tune in to WCAU-FM and hear an unusual sort of restaurant review broadcast live from the restaurant itself. Food critics Frank and Mary Jelinek do the broadcasts at a different restaurant each month, reaching 950,000 listeners who tune in to the station's "Dining Around" program. The Jelineks interview owner and chef as well as other staff members and take phone-ins from listeners. Thirty couples are invited to each broadcast and receive lunch on the house, while the radio station pays for a series of ads which promote the restaurant.

Operators report that the show is an excellent vehicle for developing both local and out-of-town business. According to the Jelineks, the show could be easily produced in any area; all that is needed is a cooperative agreement between a radio station and local restaurants.

—Briefing newsletter

INFO 86

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